DOCUMENT RESUME

ED 325 123 IR 053 319

AUTHOR Josephine, Helen
TITLE Fee-Based Services in ARL Libraries. SPEC Kit 157.
INSTITUTION Association of Research Libraries, Washington, D.C. Office of Management Studies.
REPORT NO ISSN-0160-3582
PUB DATE Sep 89
NOTE 173p.
AVAILABLE FROM Association of Research Libraries (ARL), Office of Management Studies, 1527 New Hampshire Ave., NW, Washington, DC 20036 ($20.00 per copy; subscriptions are available).
PUB TYPE Guides - Non-Classroom Use (055) -- Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS *Academic Libraries; *Administrative Policy; *Extension Education; *Fees; Guidelines; Higher Education; Interlibrary Loans; *Library Services; Library Standards; Library Surveys; Online Searching; Program Descriptions; Research Libraries; Users (Information)

ABSTRACT

In November 1988 the Association of Research Libraries (ARL) mailed a survey to 59 of its university library members asking about their fee-based services and the impact of these services on other library development efforts. Overall, 79% of the respondents have fee-based services. In some cases, fees are applied to all users regardless of their affiliation; in other cases, fees are charged only to non-primary clientele. Interlibrary loan costs range from $3.00 to $15.00 for lending institutions; costs are usually passed on to students, faculty, and outsiders. Associated costs of online searching tend to be subsidized by the library; students and faculty are charged only the direct costs of online searches. Hourly research varies from $30 to $70 per hour; some services charge a fixed annual subscription rate, while others invoice on a per-item basis. Most separate fee-based library services have a full- or part-time manager administering the department; in most cases, the manager reports directly to the library director or an assistant director. Each fee-based service unit is uniquely organized based on the types of services offered, the strength of the home institution's collection, local policies and procedures, and the clients' needs. This document includes a summary of the results of the survey, a copy of the questionnaire, and a five-item reading list, as well as materials submitted by respondents: i.e., studies and reports on services to outside users (two universities); policy statements for fee-based services (two universities); and brochures and price sheets (eight universities). (SD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED325123

SPEC KIT

September 1989 OMS
Systems and Procedures Exchange Center
ISSN 0160-3582

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
This document has been reproduced as received from the person or organization originating it.
Minor changes have been made to improve reproduction quality.
Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Fee-Based Services in ARL Libraries

Kit 157

PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY
ARL: OMS
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

IR053319

Office of Management Services, Association of Research Libraries
1527 New Hampshire Avenue, N.W., Washington, D.C. 20036 • 202-232-8656

SPEC KIT SUBSCRIPTIONS

SPEC KIT SUBSCRIPTIONS INCLUDE:

- Ten Kits per year (combined issues July-August and November-December)
- With each Kit, five extra copies of the flyer are included for routing to library staff members

NEW SUBSCRIBERS receive a special package with their first issue that contains back issues of OMS publications and Flyers (as available), plus a One-Time Order Form to purchase back issues of Kits for half-price.

- Updated indexes and listings of SPEC materials and OMS publications twice per year
- Advance announcements of OMS training programs and other activities
- The OMS Annual Report

INSTITUTIONAL SPEC FLYER SUBSCRIPTIONS. Many libraries use SPEC FLYER SUBSCRIPTIONS as an inexpensive alerting service for staff members. Flyer subscriptions include:

- Five copies of each Flyer (ten per year)
- Updated indexes and listings of SPEC materials and publications twice per year
- Advance announcements of OMS training programs and other activities

PERSONAL SPEC FLYER SUBSCRIPTIONS. This new service is designed to be an inexpensive way for librarians to keep up on library management issues of today. Personal subscriptions include one copy of each Flyer (ten per year)

TO ORDER SUBSCRIPTIONS

CONTACT YOUR LIBRARY DISTRIBUTOR, SUBSCRIPTION AGENT, OR VENDOR. OR USE THE DIRECT ORDER FORM

spec flyer
#157 - September, 1989
OMS
Systems and Procedures Exchange Center
ISSN 0160 3582

FEE-BASED SERVICES IN ARL LIBRARIES

By Helen Josephine
Information Manager, FIRST
Arizona State University Libraries

INTRODUCTION

Fee-based services in university libraries range from traditional interlibrary loan charges to separate cost-recovery units tailored to meet the information needs of business and industry. While the "fee or free" debate continues, university libraries have a long history of charging both their primary and non-primary clientele for some library services. The most obvious are interlibrary loan charges and the direct costs associated with an online computer search.

Some libraries are finding a decrease in the demand for online computer searches by students and faculty as more indexes are available on CD-ROM or as part of an online public access catalog. The demand from off-campus patrons for these mediated searches, however, has not decreased. These users do not have ready access to CD-ROM workstations and without modems they cannot access the university OPACS.

Many university libraries have fee-based services to meet the needs of these off-campus patrons. Separate departments or units that provide fee-based services to outside users have grown in the 1980s. A survey by the University of Georgia Libraries reveals that out of twenty-six services responding to the survey, fourteen have been created since 1980.

Interlibrary loan requests from both on-campus and off-campus patrons have increased steadily and will continue to grow. The University of Georgia survey indicates that twenty-seven university libraries have separate fee-based units to handle requests from off-campus patrons. These services accept requests via telephone, mail telefacsimile, and electronic mail. All are prepared to provide quick turnaround for an additional fee. The rush requests from off-campus patrons can be handled by a separate unit, and the traditional ILL department is able to meet the information requests from the students and faculty.

To obtain information on fee-based services in university libraries, fifty-nine ARL members—all of them U.S. public universities—were mailed a survey in November 1988. The survey asked whether the library had fee-based services and "privilege cards," and whether the library had studied the impact of fee-based services on other library development efforts. Seventy-nine percent of the respondents indicated that they had fee-based services and 62% sent copies of fee structures, policy statements, and planning documents. Additional documents were requested from those institutions which indicated on the survey that an internal committee report would be available in 1989.

FEE-BASED SERVICES: A DEFINITION

University library fee-based services charge a fee in addition to the direct costs incurred to obtain information for clients. This service fee may include all or part of the direct and indirect costs associated with the service. These costs may include salaries, benefits, staff training, telephone, database charges, photocopies, express delivery charges, and equipment.

The fees may be applied to everyone regardless of their affiliation or, in some cases, fees are only charged to non-primary clientele. Interlibrary loan costs from lending institutions range from $3.00 to $15.00 and are usually passed on to students, faculty, and outside users alike. The actual cost of an interlibrary loan transition, which has been estimated to be as high as $17.00, is not recovered.

Costs associated with an online search also may be subsidized by the library. For example, students and faculty are charged only the direct costs for an online search, or, at some institutions, ready-reference verification searches are performed at no cost. End-users searching programs that take advantage of the reduced rates from database vendors are offered at no charge or at cost. In the case of online searching for students and faculty, the cost of administering the program and the salaries of the professional librarians usually are not factored into the fee paid by the patron.

Rates set by separate fee-based information services are based on professional salaries, overhead, local costs (e.g., student wages, photocopy contracts, university indirect charges), and the marketplace. The cost of an article ranges from $6.00 to $10.00, with additional charges added for rush services—telefacsimile, express delivery, same-day turnaround. Hourly research fees vary from $30. per hour to $70. per hour. Some services charge clients a fixed subscription rate for a year, while others invoice on a per item charge for each request.

The Systems and Procedures Exchange Center (SPEC) is operated by the Association of Research Libraries, Office of Management Services, 1527 New Hampshire Avenue, N.W., Washington, D.C. 20036. Telephone (202) 232-8656.

A few services are working with library friends groups or development offices to obtain clients for the service and funding for library projects. In one case, the specialized information services offered by the library are only available to members of the friends groups. At another library, rates charged by the information service are offered at a discount to corporate contributors to the serials endowment fund.

Organization and Administration. Fee-based library services are found as part of interlibrary loan, reference, or as a separate unit. Most separate fee-based units have a full or part-time manager administering the department. In most cases these managers report directly to the library director or to an assistant library director. A fee-based service for off-campus patrons may also be part of another department, usually interlibrary loan due to the heavy demand by outside users for photocopies of articles and book loans from university libraries.

The variety of services offered determines the staffing level and organizational structure. A service that provides primarily photocopies of articles from the home institution's collection would dictate a close alliance with the interlibrary loan department as many tasks and staff could be shared. On the other hand, a service that provides both photocopies and online searching would need an additional level of expertise.

Each fee-based service unit is uniquely organized based on the types of services offered, the strength of the home institution's collections, local policies and procedures, expectations of the service (break-even, subsidized, generate income), and the needs of the clients.

ISSUES AND TRENDS

In the 1990s universities and their libraries will have additional demands for service beyond the traditional mission of teaching, research, and public service. Business, industry, state government, and local economic development councils are all forging new partnerships with universities for increased access to laboratories, faculty expertise, and research. In Pennsylvania, Indiana, and Virginia, the university libraries have special information services funded to provide online searching, research, and document retrieval in support of state-wide economic development. Both the Georgia Institute of Technology and the Massachusetts Institute of Technology have very successful university-industry liaison programs that, for a generous donation, give companies access to research expertise, laboratories, and library resources. Other universities are considering similar projects.

The increased networking among libraries through OCLC, RLIN, and OPACs on the INTERNET has allowed holdings information for both books and journals to become instantly available not only to the interlibrary loan department, but to the reference department, the special library, and to the computer literate end-user. Once users know that an item is available, they want immediate access.

The demands of off-campus patrons are increasing. They ask for help in performing an online search, for photocopies of articles identified by a search, and for books and reports held by other institutions. Services that meet these demands are increasingly offered on a cost-recovery basis, as library administrators assess the demands for service from all patrons and the limited resources available.

Fee-based services in university libraries are universal. However, while fee-based services have increased, free services have also increased. Access to the online catalog is free. Many include multiple specialized databases and gateways to other online catalogs. Some libraries do charge for remote access and others are considering charging for printing results. Similarly, access to a variety of CD-ROM databases are also usually at no charge, or a nominal charge is added for printing citations.

As more online databases become available on CD-ROM or as tape loads to the online catalog, the fee-based function of the reference department will decline. Online searches for off-campus patrons will be referred to a separate fee-based service, to the public library, or to commercial information providers. Reference librarians will find it increasingly difficult to keep up their online searching skills as well as continue to learn about new CD-ROM products and advances and changes in the online catalog.

More research and investigation is needed in the area of university libraries liaison efforts with technology transfer offices, campus-wide development and corporate donor programs. The impact of increased fee-based library services on these campus-wide programs has not been documented. Successful fee-based learning services are in agreement with the goals, strategic planning, and mission statement of both the university and the university library. Public university libraries are offering a variety of services, both free and for a fee, to all patrons of the library including faculty, staff, campus administrators, students, and off-campus patrons.

SPEC Flyer Copyright© 1989 by the Association of Research Libraries, Office of Management Services. This SPEC Flyer may not be reproduced in any form without permission from the publisher.

SPEC Kits (ISSN 0160-3582) are available mainly by subscription. Individual back issues may be ordered for $30.00 (ARL members $20.00), with prepayment required, from: SPEC, Office of Management Services, 1527 New Hampshire Ave., NW, Washington, DC 20036. Send check payable to "ARL, Office of Management Services." Add $5.00 if you wish first-class postage and handling within the US. For all orders to Canada, add $5.00 for postage and handling; for all orders to other countries outside the US, add $8.50 for postage and handling. Kits are shipped library-rate unless otherwise specified; allow four to six weeks for delivery.

spec

Table of Contents

OMS

Systems and Procedures Exchange Center

ISSN 0160 3582

Fee-based Services in ARL Libraries
Kit #157
September 1989

SURVEY RESULTS 1

SERVICES TO OUTSIDE USERS–STUDIES AND REPORTS 5

University of Georgia
Report on the Survey of Services to Outside Users 7

University of Texas at Austin
Corporate Services Program Task Force Report 41

FEE-BASED SERVICES–POLICY STATEMENTS 109

Arizona State University
FIRST Policy Statement 111

University of Washington
Resource Sharing Service Policy Statement 118

FEE-BASED SERVICES–BROCHURES AND PRICE SHEETS 119

Arizona State University
FIRST (Fee-based Information and Research Service Team) 121
Library Express 124
Corporate Friends of the ASU Libraries 125

University of California, San Diego
Corporate Friends of the UCSD Library–Science and Technology Program 130
Photocopy Services–Science and Engineering Library 134

University of Colorado, Boulder
CTRC–Colorado Technical Reference Center 136

Georgia Institute of Technology
Reference Information Services 150

University of Michigan
MITS (Michigan Information Transfer Source) 153
MITS–Delivery Fee Schedule 158
MITS–Rates 159

University of Minnesota
INFORM–Document Delivery of Information in Business, Government, Law, Social Sciences and Humanities 160

University of New Mexico
Document Delivery Service 162
Document Delivery Service Agreement 164

University of Washington
Resource Sharing Service 165

SELECTED READING LIST 169

SURVEY RESULTS

Fee-based services in libraries tally

Systems and Procedures Exchange Center

****QUICK-SPEC SURVEY****QUICK-SPEC SURVEY*** OMS

Office of Management Services, Association of Research Libraries
1527 New Hampshire Avenue, NW, Washington, DC 20036 • 202 232 8656

TO: SPEC Liaisons at Selected Libraries November 14, 1988

FROM: SPEC Center, Maxine K. Sitts

RE: **Fee-Based Library Services**

An ARL member which is addressing the issue of fee-based services has requested a QUICK-SPEC survey of selected ARL university libraries. Your library has been identified as one that can provide helpful information to their planning effort. If we receive enough helpful information, we may develop a SPEC Kit from your responses. In addition, you may receive survey results by noting your interest below.

We are asking that you return your answer to the question below, along with readily-available documents developed since 1982 within the next two weeks. Please send materials that describe your library's fee-based services and charges including in particular:

Brochures, instructions, hand-outs, policies, procedures for fee-based services; costs/charges for fee-based services

Planning documents and committee reports used to develop fee-based services;

Evaluations and activity reports on fee-based services

Library policies/procedures on "privilege cards" for corporations and individuals entitling them to "add-on" services, such as ILL, that go beyond the general circulation services already available to them;

Programs that tie-in with library associates programs

Reports or other internal documents that address the question of whether fee-based services impede or enhance the general development efforts of the library and university

---

Check all the Statements that apply to your library:

34 Library has fee-based services.
7 Library has "privilege cards" or equivalent, as described above.
3 Library has studied impact of fee-based services on other development efforts of the library and/or university.

RESPONDENT NAME: _____
RESPONDENT TITLE: _____
LIBRARY: _____

_____ Check here, if you are interested in receiving survey results.

RETURN WITHIN TWO WEEKS OF RECEIPT TO: QUICK-SPEC ON FEE-BASED SERVICES, ARL/OMS, 1527 New Hampshire Avenue, NW, Washington, DC 20036.

SERVICES TO OUTSIDE USERS
STUDIES AND REPORTS

10

REPORT ON THE SURVEY OF SERVICES TO OUTSIDE USERS

UNIVERSITY OF GEORGIA LIBRARIES

AUGUST 1989

Introduction

In February 1988, a task force at the University of Georgia Libraries was created to address the issue of Services to Outside Groups. The charge of this task force consisted of two parts: first, to survey other university libraries to gather information about what other members of the academic community are doing, and second, to develop two or three alternative policy proposals for discussion within the Libraries prior to choosing an approach and finalizing a policy.

After a lengthy preparatory process, the task force sent questionnaires to all large research libraries (500,000 volumes or more) in the Southeast, and to organizations listed in the FISCAL Directory. A total of 99 questionnaires were sent out; 44 were returned, but only 38 were completed and returned in time for inclusion in this survey.

The task force is grateful to all respondents who took the time to complete the questionnaire. It is hoped that this report will prove useful to anyone who is interested in the issue of fee-based services and that it will aid in providing a framework for future discussions.

The following report is organized in two sections: a synopsis (5 pages) of the results, followed by a detailed 24 page report, which includes all the comments supplied by the respondents. In most cases, answers have not been identified by their source, except where unavoidable (i.e. the organization responding was named in the answer), or where the information about a particular organization was likely to be publicly known or would be especially useful (e.g. questions 5, 6 or 7).

SYNOPSIS

Thirty-three of the 38 respondents indicated that they provided some fee-based services to outside users, although these services might be limited (e.g. online searches only). The 5 respondents who indicated that their libraries did not provide fee-based services to outside users completed only those portions of the questionnaire which pertained to their operations.

Providing fee-based services to outside users is a fairly recent phenomenon. Fifty-four per cent of the 26 who responded to question 3 indicated that fee-based services had been made available only since 1980. These services, however, form part of an overall state or university program in only 4 cases (12% of those answering the question). While the majority of the libraries has a mission statement, only 26% (10 academic libraries) explicitly mention services to outside users in their document.

Administration and Organizational Structure:

In 15 of the responding organizations separate departments or units were created to provide services to outside users; 19 respondents indicated that existing staff in various departments absorbed the services. The extent of the services provided determined the staffing source and level. A head or manager who may be employed either part-time or full-time administered eleven of the separate units. Most units were separate library departments which reported either directly to the library director or to an assistant director.

Services:

All libraries responding offered privileges to outside users. Only a third (35%), placed limits on the number of items that can be borrowed, while a majority had no additional (that is, none beyond the generally prevailing standard) restrictions on the types of materials that can be borrowed by outside users. All allow renewals and about one-half (18) will recall materials charged to primary users for the benefit of outside users. About two-thirds (22) of the respondents accepted inter-library loan requests. Thirty-six respondents offered literature searches, and a majority of these (28) provided periodic search updates/current awareness services.

Twenty-seven (81%) the libraries responding provided priority service and 20 (53%) provided some type of document delivery service. The most popular form of document delivery was photocopies (mentioned 21 times), followed by books (18), priority service (17), and microform duplication (10).

Most frequently listed among additional research services offered to outside users was consulting (mentioned 14 times), followed by patent searches and compilation of bibliographies (mentioned 12 times each), while translations, indexing and report preparation were rarely included. Media and photographic services were available at 14 (27%) of the responding organization, with slide/print service the most popular. User education was a popular service; 32 (84% of the respondents) indicated that user education programs were already in place or in the planning stage. Remote online catalog access was available to outside users at 24 organizations; however, one organization charged an access fee.

The respondents indicated that they followed a rather liberal policy on the form that a request for service might take. Telephone requests (37) were most often cited, followed by mail (34) and fax (23), answering machines (14) and electronic mail (13). The delivery methods most commonly

used were U.S. Mail (30), fax (23) and local courier (16).

Enforcement of policies was fairly uniform: 30 organizations use denial of service and 22 use restriction of service. Protecting access to materials for primary users generally is not seen as a problem; recall, limiting the number of items that may be borrowed by an outside user, or shortening the loan period for outside users seemed to solve the problem for most respondents.

Fees:

The majority (27) of the organizations charged their fees according to the transaction; only 13 (36%) organizations indicated that they charged some sort of subscription fee, which entitled the user to various levels of library privileges and services. Depending on the type of service used, payment in advance (25) or at the completion of the transaction (22) was almost equally required. In most cases (24), the fees collected go to the library. Regardless of membership or subscription services fees, all 33 depository libraries indicated that access to government documents was free and that there was not conflict between being a depository library and charging for some services to outside users.

The various respondents interpreted the question on the use of these payments in very different ways. Twelve (34%) indicated that their revenues were used to recover all costs of the fee-based service: an assertion not borne out by the answers to question 22 on total revenue generated. Only 8 respondents estimated revenues over $50,000 for the last fiscal year, and some of the respondents who indicated that the fees were used for total cost recovery quoted amounts unlikely to cover salaries, overhead, equipment, supplies, and other associated expenditures.

Effect on the Library:

Considering that the estimates of users served ranged from 4 to 5,000 individuals and from 1 to 1,000 companies, the effects of providing services to outside users varied according to the type of organization, its activities, and clientele. A major factor determining the size of the clientele (beyond the school's and the library's interest and commitment to service to outside users) was the school's location, the character of the surrounding area, and the specialization of the library itself (e.g. technical or engineering vs. social science). The four fee-based services which reported incomes above $100,000 were all technical, scientific, or business oriented.

The overall tone of the answers to the questions regarding the effect on the library was positive. Comments ranged widely and covered many aspects. Most frequently mentioned were the following (with their frequencies in parentheses):

Increased workload and activity volume. This was regarded both positively and negatively. (8)
Improved relations with community outside the university. (8)
When established as a separate service, it provided benefits to general reference services, by freeing up staff to provide better services to the academic community. (5)
Increased income to the library and school, not only through user fees but through increased donations to the institution. (4)
Expanded services to a larger clientele; users no longer had to be turned away. (3)
Increased awareness in the library of the different needs of external users. (3)

Provided opportunity for library staff members to gain more experience and expand their skills. (2)
Contributed to the economic development of the local area. (2)

These same comments were repeated in the answers to the question on benefits; 20 respondents mentioned public relations, community awareness and good will, publicity for the library and the school as benefits resulting from fee-based services to outside users. The next most frequently mentioned benefit was increased revenues, both in fees and increased donations. (13) Also mentioned were the ability to help a larger clientele, the contribution to the economic development of the state, and the participation in the school's public service mission.

Some respondents also mentioned benefits that had specifically accrued to the library: a broader perspective for librarians, relieving the reference staff from working with both the academic community and nonuniversity users, not having to turn users away, making library staff aware of areas in the collection that needed strengthening, and allowing staff to improve their skills.

Problems listed by the respondents touched on a variety of issues from lost materials to financial constraints. Many seemed specific to the particular institution, such as the lack of the requested items or budgetary problems. Repeatedly mentioned was the difference in providing services to academic clients and to business clients; business clients are usually more impatient.

In general, after reviewing all 38 questionnaires, the overwhelming impression is that providing services to outside users at academic libraries is seen by the practitioners as a desirable part of a library's mission, despite any attendant problems or complications. The benefits of providing services to an expanded user community seem to outweigh the problems and cost involved.

List of Organizations Responding to the Survey on Service to Outside Users.

A. **Academic Libraries with Separate Programs Providing Services to Outside Users**

Access, Thomas Cooper Library, University of South Carolina

AIRS (Automated Information Retrieval Service) Document Delivery Service, Texas Christian University

CLASS (Computerized Literature Access - Search Service) Colorado State University Libraries

Computer-Assisted Research Services, Harold B. Lee Library, Brigham Young University

Contract-Borrowers and Friends of Library, George Mason University

Corporate Friend and Information Services, Fairleigh Dickinson University

Data Base Services, Golda Meir Library, University of Wisconsin-Milwaukee

Database Search Services, University of North Texas Libraries

Document Delivery Service, University of New Mexico

ESTIS (Engineering Science and Technology Information Service), University of Minnesota

ExeLS (Executive Library Service), Drexel University

FIRST (Fee-based Information and Research Service Team), Arizona State University

ILR Access, Cornell University

Industrial Information Services, Southern Methodist University

Info-Quest, Earl K. Long Library, University of New Orleans

INQUIRE: The Gelman Library Information Service, George Washington University

Lehigh University Libraries Information Service, Lehigh University

LINE (Library Information Network and Exchange), University of Central Florida

MITS (Michigan Information Transfer Source) University of Michigan

On-line Search Service, University of Mississippi

Research Information Services, Biomedical Library, University of Minnesota

Sterling C. Evans Library, Texas A & M University

Technical Information Center, D.H. Hill Library, North Carolina State University

TIS (Technical Information Service), Purdue University

B. **List of Academic Libraries Providing Services to Outside Users, But Without Separate Programs**

Auraria Library, University of Colorado at Denver, Metropolitan State College and the Community College of Denver

Northwestern University Library

Social Science Library, Yale University

Texas Technology University

University of Texas at El Paso

Widener Library, Harvard University

C. **List of Academic Organizations Providing Services to Outside Users, But not associated with University Libraries**

Computing Information Center, Department of Academic Computing Services, University of Washington

Data Bank, Bureau of Business and Economic Research, University of New Mexico

D. **List of Academic Libraries not Providing Services to Outside Users**

Duke University

Iowa State University

Louisiana State University

University of Illinois at Urbana-Champaign

University of Tennessee, Knoxville

Question 2: Does your library have a program for providing fee-based services? If so, check all to whom services are available:

a) business, industrial or research community
b) local residents
c) state employees
d) federal employees
e) alumni
f) other (please explain)

Thirty-three respondents indicated that they had some fee-based services for outside users, although these services might be limited in scope (e.g. just computer searches). Concerning their user-communities, 32 made the services available to the business, industrial or research community, 29 to local residents, 26 to state employees, 26 to federal employees, 27 to alumni, and 16 indicated "other".

Specifically under "other", "anyone not affiliated" with the institution answering the questionnaire or "the general public" was the largest group, with 7 responses. It should be noted here that at least 3 respondents mentioned costs, e.g. "anyone who wants to pay for the services we offer".

Three institutions indicated members of other educational institutions and visiting scholars as a user group, and "Friends of Library" were mentioned by 2 other respondents.

Although 5 institutions did not answer positively to this question, they proceeded to fill out the questionnaire as far as pertinent to their operations.

Question 3: When were these services first made available?

No answer (from the institutions not offering any services to outside users): 5

The answers ranged from the precise month and year to the vague ("years ago" or "mid to late 1960's") or no answer at all (4). Among those answers that could be categorized an interesting pattern emerged:

Years	Answers
1959 or earlier	1
1960-1969	4
1970-1974	0
1975-1979	7
1980-1984	7
1985-1988	7

The trend at academic libraries to provide fee-based services to users outside the academic community is fairly recent and quite steady. Fourteen of the 26 programs were started since 1980, and at least one more service is in the planning stages.

Question 4: Is this aspect of the library's service mandated as part of an overall state or university program of service?

Yes : 4
No : 29
No answer : 5

The 4 responding organizations required to provided this type of service are : FIRST (Fee-based Information and Research Service Team), Arizona State University; Technical Information Center, D. H. Hill Library, North Carolina State University; Biomedical Information Service, Biomedical Library, University of Minnesota; University of Mississippi.

It is interesting to note that of the 33 responding organizations only 4 are required to provide these particular fee-based services.

Possible explanations may come from the fact that technological developments (on-line searches, CD-ROM, etc.) may outpace the writing or revision of operational rules and mandates; or libraries are responding to user demand and need before policy makers deciding the libraries' mandates or missions.

Question 5/1: Does your library have a Mission Statement?

yes : 26
no : 9
No answer: 1
other : 2

The two write-in answers indicate a mission statement in the draft stage, and a mission statement as part of an internal procedures and policy manual, so that actually 28 of the 38 (74 %) respondents do have a mission statement for their libraries.

Question 5/2: If yes, is the program of service to the outside user included and defined?

yes : 10
no : 11
no answer : 17

Among the "no answers", 3 respondents indicated that service to the outside users was mentioned, but that the mission statement did not include any specific program, but referred to outside users only in general terms.

Institutions where the mission statement of the library includes service to outside users:

University of Illinois at Urbana-Champaign
University of Tennessee, Knoxville
University of North Texas
Texas A & M University
Georgia Institute of Technology
Texas Tech University
Brigham Young University
University of Washington
Harvard University
University of New Mexico

Question 6/1: Have these services been absorbed by existing staff in various departments?

yes : 19
no : 12
yes and no : 3
no answer : 4

Services were not absorbed by existing staff in various departments (i.e. separate departments were created, although some functions may be performed by existing departments, such as ILL or Reference) in the following organizations:

Document Delivery Service, University of New Mexico
ESTIS (Engineering Science and Technology Information Service), University of Minnesota
MITS (Michigan Information Transfer Source), University of Michigan
Research Information Services, Georgia Institute of Technology
Biomedical Information Service, Biomedical Library, University of Minnesota
Technical Information Center, D. H. Hill Library, North Carolina State University

INQUIRE: The Gelman Library Information Services, George Washington University
FIRST (Fee-based Information and Research Service Team), Arizona State University
Industrial Information Services, Southern Methodist University
TIS (Technical Information Service), Purdue University
Computing Information Center, Department of Academic Computing Services, University of Washington

Yes and no (separate departments were created, but some of the staff members may hold split positions and some of the functions are performed by existing departments):

Lehigh University Libraries Information Service, Lehigh University
LINE (Library Information Network and Exchange), University of Central Florida
ExeLS (Executive Library Service), Drexel University

Question 6/2: If yes, how are the activities coordinated? What position administers these services?

Twenty-three respondents gave answers to this question, and it seems that there are as many ways of coordinating and administering these fee-based services as there are services.

Most responses indicated a combination of departments or officials involved in the administration of these units; only 4 are administered by a manager or department head as separate units.

A tentative tabulation of the positions mentioned follows:

Reference: 7
Circulation: 6
Public affairs/external programs: 4
Inter-library Loan: 3
Committee: 2
Business Services: 2
On-line Search Services: 2
Microcomputer Services: 1
Friends of Library: 1
no coordination: 3

Comments to 6/2:
-- none
-- Circulation = library privileges and access; Library Development and Public Affairs = corporate donors; it is part of each unit's general service mandate, as a state institution, to provide service to faculty, staff, students, Illinois residents, and patrons from those institutions with whom we hold reciprocal service arrangements (???, OCLC, ILLINET)
-- On-line services coordinated as add-on to one of the reference librarian positions. Coordinates searching for reference and other departments.
-- Microcomputer Services Librarian
-- Director of External Library Programs
-- Head of Business Services
-- Coordinator for Library Instruction and On-line Reference Services. Position within General References Services Department.
-- Head of Reference, Coordinator of On-line Search Services, Head of ILL, Head of Circulation
-- Head, Corporate Information Services coordinates activities among special collections, circulation & periodicals
-- Circulation Division, Circulation Division Head
-- Manager, information service
-- There is no coordinator. Each reference division (Science, Social Science, Business, and Humanities) handles requests. One clerical person keeps track of the bookkeeping and collecting of money.
-- LINE Coordinator is a separate position, but certain services are handed out to existing departments, e.g. ILL

-- Circulation, Friends, Reference
-- Needs coordination of ILL, Circulation, Reference and Accounting
-- Reference Librarians
-- Assistant University Librarian for Public Services, Head, Circulation Services, Library Privileges Desk
-- single service operates as part of the reference department
-- Administered by committee
-- all positions
-- Jointly operated by AIRS and Inter-library Loan Staff. Coordinated by Coordinator for Public Services with assistance of Head Reference Librarian.
-- Policy is applied at service points (on-line service, circulation, Inter-library Loan, etc.)
-- Not coordinated

Question 7: If these services have not been absorbed by existing staff, how is this service provided? Administered?

Thirteen respondents offered descriptions of their organizational structure. Eleven of these units are administered by a head or manager (either full- or part-time).

No answer or question not applicable: 25

Comments:

-- ESTIS has a separate office. However, the director is part-time and is also part of the reference staff of the Institute of Technology Libraries. (ESTIS (Engineering Science and Technology Information Service), University of Minnesota)
-- The services were provided when the Data Bank was designated a separate entity in the Bureau of Business and Economic Research. The Data Bank exists to provide services to the general public, often, but not always, for a fee. (Data Bank, Bureau of Business and Economic Research, University of New Mexico)
-- Office is one full-time Library Specialist and one half-time employee; administered by head of access services (circulation) (Document Delivery Service, University of New Mexico)
-- Initial funding from a state grant. Program administrator is head of management library - salary paid 1/4 by grant. (TIS (Technical Information Service), Purdue University) -- Separate unit established; Supervised by the Director of the Library and administered by full time librarian. Expansion is directly related to income -- must pay for itself. (ExeLS (Executive Library Services), Drexel University) -- Separate staff paid for by user fees. Managed by a director hired with same fees. (Industrial Information Services, Southern Methodist University)
-- Separate library unit; separate local funding account to pay expenses; head of unit reports to Associate Dean for Public Services. (FIRST (Fee-based Information and Research Service Team), Arizona State University)
-- semi-autonomous unit within the library directed by a coordinator (INQUIRE: The Gelman Library Information Service, George Washington University)
-- The Technical Information Center handles requests from outside users. (Technical Information Center, D.H. Hill Library, North Carolina State University)
-- A special position was created to coordinate the service, but existing expertise is used for ILL, etc. (LINE (Library Information Network and Exchange), University of Central Florida)
-- The head of the Biomedical Information Service reports directly to the Biomedical Library Director and employs 1 full-time staff person and student. (Biomedical Information Service, University of Minnesota: Separate Office.)
-- Separate department that also handles ILL and faculty document delivery service; administered by a department head that reports to one of the assistant directors (Research Information Services, Georgia Institute of Technology)

-- Separate Staff and separate account. Head of MITS reports to Head of Cooperative Access Services who reports to Deputy Director. (MITS (Michigan Information Transfer Source), University of Michigan)

Question 8: If these services are administered centrally what training or experience do you feel is necessary? Please check all that apply.

MLS: 24
Library experience: 22
Marketing experience: 14
Business experience: 14
Other (please explain): 10
No answer: 10

Comments included by those respondents checking "other":

-- MBA very helpful if no business experience
-- knowledge or willingness to learn about regional economic trends, important corporations, and the need of corporate users of information and how the corporate perspective differs from the scholarly one
-- science, technology and business reference experience
-- management
-- special library experience, attitude toward specialized service
-- understanding of business and industrial problems
-- good interpersonal skills, good typing skills, database searching experience
-- job experience, dependability, ability to relate to patrons
-- all types of personnel
-- economics or demographic background

Question 9: Are borrowing privileges offered to outside users?

Yes : 37
No : 1

The only responding organization not offering borrowing privileges to outside user is Data Bank, University of New Mexico.

Question 9a: Is there a limit on the number of items borrowed?

Yes: 13
No : 24

Only one third (35%) of the responding organizations place a limit on the number of items that can be borrowed by outside users.

Question 9b: Are there restrictions on what can be borrowed?

yes: 23
no: 12
no answer: 3

This question created some problems of interpretation for the respondents. Although 23 respondents checked "yes", most indicated that these restrictions were basically the standard restrictions applied to all library patrons (journals, reference materials, etc.). Only two respondents indicated specific restrictions applying to outside users. The same is true for those respondents that checked "no"; they had no restrictions other than the standard ones applying to all patrons.

In summary, the great majority of libraries serving outside users do not impose any different restrictions on what materials may be borrowed by outside users.

Respondents checking "yes" included the following comments:

-- Reference materials don't circulate, journals same as to other borrowers, books 2 week loan only
-- the restrictions as far as non-circulating items are the same for all library users
-- only material that circulates to undergraduate students - books, but not periodicals & documents
-- periodicals, reference materials, microforms
-- books may not be circulated -- no periodicals may be borrowed
-- reference and other non-circulating material
-- same restrictions as to primary clientele, e.g. no bound journal in last 5 years
-- certain restrictions apply for periodicals loan period -- no reference, non-circulating items
-- can't lend reference or reserve or special collections items. No periodical volumes
-- same as other library patrons -- i.e. special collections, rare books
-- non-circulating and reserve materials
-- normal to any library
-- same restrictions as for on campus (special collections etc.) -- reference books, special collections, journals, media -- only similar what applies to students -- no reserve materials can be borrowed

Respondents checking "no" included the following comments:

-- journals only to faculty; other restrictions are applied to all patrons
-- except those that apply to Northwestern University students, faculty and staff
-- other than reference and periodicals

Question 9c: Are materials that are charged to primary users recalled for outside users?

yes: 18
no: 17
no answer: 3

The answers were almost evenly split; 51.4% of the libraries responding to this question will recall materials from primary users for outside users -- 48.6% will not.

Question 9d: Are renewals allowed?

yes: 36
no: 0
no answer: 2

All organizations responding indicated that they permit renewal of materials borrowed by outside users.

Question 9e: Are Inter-library loan requests accepted?

yes: 22
no: 14
no answer: 2

The majority (61.1%) of responding organizations will accept inter-library loan requests from outside users. However, some modifying comments were added by the respondents to question 9e:

-- handled outside traditional ILL channels for the most part
-- on a limited basis for article photocopies, not for book loans
-- contract yes, Friends of Library no
-- we will not borrow a book for nonprimary clientele
-- we'll loan our own things or get copies from here or elsewhere

-- but we do not
-- with a fee
-- have our own network of outside suppliers

Question 10: Are literature searches offered?

yes: 35
no: 2
no answer: 1

Almost all of the libraries responding offer literature searches to outside users. Texas Tech University and Data Bank, Bureau of Business and Economic Research, University of New Mexico indicated that they do not offer literature searches.

Question 10a: Are retrospective manual and/or on-line searches performed?

yes: 36
no: 0
no answer: 2

Comment to 10a:

-- Contract yes, Friends of Library no

Question 10b: Are periodic search updates/current awareness updates provided?

yes: 28
no: 7
no answer: 3

While retrospective searches are near universal, not all organizations offering retrospective searches to outside users also offer current awareness updates; only 77.8% do so.

Question 10c: Is priority service provided if requested?

yes: 27
no: 6
no answer: 5

Comments to 10c:

-- only if individual librarian can schedule without bumping someone else
-- additional fees for rush services
-- sometimes

Question 11: Is a document delivery service provided?

yes: 20
no: 17
under development: 1
a) books: 18
b) photocopies: 21
c) microform duplication: 14
d) priority service as requested: 17
e) other (please explain): 10

Explanations supplied to 11e):

-- via standard ILL
-- loans of standards
-- fax
-- purchase service, pamphlets, specifications, dissertations
-- we try to be flexible and will negotiate at an hourly rate plus cost
-- pull only service -- items are set aside and held for them
-- fax service utilized heavily
-- patents, documents
-- on-line searches can be mailed, telefax
-- ILL

Question 12: Are other research services provided to outside users?

yes: 26
no: 11
no answer: 1

a) translations: 5
b) indexing: 2
c) patent searches: 12
d) consulting: 14
e) compilation of bibliographies: 12
f) report preparation: 3
g) other (please explain): 11

The most common services offered are the traditional library services: consulting, bibliographies, reference and patent searches.

Comments to 12a):

-- referrals

Comments to 12c):

-- on-line only
-- in some cases

Comments to 12d):

-- in some cases

Comments to 12g):

-- Central Reference Department provides mail correspondence reference to any user outside the state of Illinois who may have a question about information within the library's collections
-- Table of contents / scanning service for uptodate SDI's
-- BI, orientation
-- Although we can't do patent searches, we will show users how to do their own patent searches
-- considering library orientation classes
-- phone questions
-- Technology experts (linked with NASA) and a new state initiative to assist manufacturers
-- general reference
-- translation searches for existing translations -- bibliographic and reference assistance
-- Materials on the New Mexico Economy or demographic characteristics of the state are photocopied and mailed. In depth reference service is provided including explanation of concepts and definitions. There are always fees for mailed out requests, occasionally for reference service. Also, we will compile data tables and surveys under contract, for a fee

Question 13: Are photographic and media services available?

yes: 14
no: 24

a) slide/print service : 8
b) original microfilming: 6
c) video duplication: 4
d) audio duplication: 3
e) computer media: 6
f) other (please explain): 3

Only 36.8% of the responding libraries indicated that they offer photographic and/or media services.

Comments to 13c) and 13d):

-- duplication and production

Comments to 13f):

-- seldom used
-- may use AV collection in building with driver's license or other ID
-- teleconferences, conference services
-- outside patrons may use media materials in-house

Question 14: Are user education programs available?

yes: 31
no: 5
no answer: 1
planned: 1

Most responding organizations (81.6%) offer various types of user education programs. The organizations not offering any user education programs to outside users are: Biomedical Information Service, Biomedical Library, University of Minnesota; Iowa State University; Texas Tech University; ESTIS (Engineering Science and Technology Information Service), University of Minnesota; Northwestern University Library.

Comments to 14d):

-- individual consulting, audio tape tours, seminars offered and announced in print media
-- we will negotiate to suit client's needs
-- annual luncheon for subscribers & presentation to highlight some new development in our libraries, such as the library menu on the campus-wide network
-- informal visits
-- audiocassette walking tour

Question 15: In what form are requests for services accepted from outside users?

a) telephone: 37
b) answering machine: 14
c) mail: 34
d) E-mail: 13
e) fax: 23
f) telex: 1
g) other: 15

Telephone and mail are the most common ways to receive requests from outside users. However, 12 comments to g) specified "in person", and 3 comments to g) indicated OCLC or the OCLC ILL subsystem.

Question 16: What methods of delivery are used?

a) U.S. Mail: 30
b) overnight messenger: 14
c) local courier: 16
d) electronic: 9
e) fax: 23
f) other: 9
no answer: 3
no delivery: 2

Comments to 16c:

-- an inter-library delivery shuttle shared by all Illinois Libraries, funded by Illinois State Library

Question 17: How are fees assessed?

The majority of organizations charge their fees according to the transaction; only 13 organizations indicated that they charge some sort of subscription fee, which generally seems to take the form of a membership fee, entitling the user to various levels of library privileges.

a) subscription based: 7
b) transaction based: 27
c) subscription plus transaction based: 6
d) other: 10
no answer: 2

Comments to 17a:

-- for borrowing privileges

Comments to 17b:

-- only for on-line searches

Comments to 17d:

-- contracts
-- only for database searches (cost plus 15% service fee) which is the same for any user
-- 5 cents per day overdue; cost recovery plus service charge for on-line searches; ILL 10 cents a page (?); min. $1.50 out of state -- Deposit accounts with photocopy discount available to high volume users
-- hourly rate
-- Friends dues
-- a $1,000 membership gives the client access to NASA, 20 free book loans, and 20% of all research and other services
-- annual, tiered
-- visitor pays for Library access if it continues more than 6 days. No fee for 6 days per year
-- membership in Friends of LSU Library ($50 / year for undergraduate library privileges)

Question 18: How is payment handled?

a) payment in advance: 25
b) payment at completion of transaction: 22
c) monthly billing statement: 16
d) deposit account: 13
e) credit card: 3
f) other: 5
no answer: 2

Again, billing procedures depend on the organization and the type of service provided; most organizations use a combination of procedures.

This explains that 65.8% require payment in advance and 57.9% require payment at completion of transaction, indicating flexibility to accommodate varying situations. exists

Comments to 18a:

-- large microfilming /photocopying requires advance payment

Comments to 18f:

-- Friends membership goes to Friends organization
-- billed for each search after bill received from vendor
-- billing at completion
-- departmental transfer
-- annual fees based on contract or FOL membership

Question 19: What department handles billing procedures?

There seem to be as many ways to bill for services as there are ways to organize services to outside users: 12 respondents indicated that the library administrative offices handle billing, and 11 respondents (all from fee-based service units) indicated that their organizations handled the billing. Other respondents designated a variety of library departments as the billing agents for their organizations.

no answer: 3

-- Library Business Office
-- only billing is for literature searches, so Reference handles and sends to Administrative Office
-- Library accounting office
-- fee-based service
-- Friends of Library - circulation; contracts - administration
-- administrative office
-- Circulation, library business office
-- General Reference Services
-- each individual department
-- corporate information service
-- Circulation Department
-- Microforms Department
-- The information service prepares the monthly statements; the libraries' bookkeeper in the order department handles invoicing and collection
-- administrative services department
-- main office
-- access services
-- Social Science Library
-- Photocopy Service
-- INQUIRE
-- FIRST
-- Friends -- I.I.S. - Accounts payable staff
-- ExeLS -- Reference
-- Circulation Service
-- Library Business Office
-- Computer-Assisted Research Services
-- we submit billing forms to the Library Business Office, which enters them into the University's Accounting Office's computer
-- we do
-- Libraries' Fiscal Service Department
-- Library Privileges Department
-- our own department
-- our department -- Institute of Technology Libraries
-- AIRS and ILL
-- varies by service -- Reference, ILL, Circulation

Question 20: Fees for outside services go to:

a) library: 24
b) university/college: 4
c) foundation/development office: 1
d) other: 5
no answer: 2

Six respondents specified that any fees collected are used to support the services of their outside user's program.

Comments to 20a:

-- the fee-based service to pay for itself
-- Biomedical Library only, not entire University Libraries System

Comments to 20b:

-- overhead fee assessed

Comments to 20d:

-- support of service
-- to support service
-- the program's own account to pay for our expenses
-- our own department
-- Friends's memberships go to Friends' organization

Question 21: If fees go to Library, how are they used?

The answers to this question indicate that "cost recovery" means different things to different people. A number of the respondents indicated that their fees are used to recover all costs of the programs; however, the dollar amounts quoted in question 22 may reimburse the service for actual out of pocket expenses (especially on-line search charges) but cannot recover all the costs (personnel, overhead, supplies, equipment, etc.) associated with such a type of service. Thus the answers to this question should be approached with caution; few of the services quoted dollar amounts that would actually cover all expenses.

a) recover partial costs of fee based service: 18
b) recover all costs of fee based service: 12
c) other: 11
no answer: 3

Several respondents checked more than one category, indicating that their revenues are split and used for various purposes in their organizations.

Comments to 21:

-- checked both a) and b): "a - from non-profit, non-university , b - from profit organizations"
-- checked both a) and c): "support other needs of the library" -- checked both a) and c): "to fund travel / conferences"
-- checked both b) and c): "as needed for library materials"
-- checked both b) and c): "income from ExeLS is matched by the University -- the concept is similar to a 'challenge grant approach'"

Comments to 21a:

-- covers all costs except salaries

Comments to 21b:

-- INQUIRE must recover all costs. Revenues from user fees are deposited in University accounts. Some revenues go to cover Library costs (e.g. photocopy cards, telephone, postage), some to University overhead, some to vendors.

Comments to 21c:

-- general fund
-- fees go to collection development
-- Friends account
-- goes into general library operating account
-- varies as library has flexibility with these funds
-- to support on-line service

Question 22: Please estimate the total revenues received from outside user fees during the last fiscal year.

See also the summary for question 21. The dollar amounts indicated have been tabulated below. Of the 27 organizations reporting their income, only 8 (30%) reported incomes of $50,000 and above -- a figure which would probably be the minimum for a self-supporting service and only 4 (15%) reported incomes of $100,000 and above.

Dollar Amount	Frequency
$0 - $999	4
$1,000-$4,999	5
$5,000-$9,999	4
$10,000-$19,999	2
$20,000-$49,999	4
$50,000-$99,999	4
$100,000-$199,999	3
$200,000 and over	1

Eleven respondents did not supply an answer to this question.

Question 23/1: Is remote on-line catalog access to your collection available to outside users?

yes: 24
no: 14

Comments to 23/1:

-- no -- beginning 1990 yes
-- will be upon installation of our on-line catalog later in 1989 -- private line available to fee-paying corporate borrowers

Question 23/2: If yes, is there a fee?

yes: 1
no: 25

Comments to 23/2:

-- subscriber organizations only
-- although one database will soon be fee based

Question 24: How are policies enforced (i.e. return of overdue materials, fines, collection of fees for services) ?

a) restriction of service: 22
b) denial of service: 30
c) legal action: 8
d) other: 7

Denial and/or restriction of service are the most common enforcement methods; responding organizations do not seem to see this as a critical issue.

Comments to 24d:

-- contracts
-- holds on records
-- It hasn't happened, but if necessary we could simply keep their usage fee balance
-- collection agency
-- processing fee of $25 and cost of book and regular service charge. We have not needed to deny anyone of the services
-- collection agency
-- fines and fees
-- the underlined problems [i.e., return of overdue materials, collection of fees for services] have occurred with some clients. Apart from sending reminders we have done nothing further. From these experiences we are extremely wary of doing business with free-lance market researchers.

Question 25/1: Are you a designated depository library for U.S. government publications?

yes: 33
no : 5

Responding organizations which are not designated depository libraries:

-- Social Science Library, Yale University
-- Biomedical Information Service, Biomedical Library, University of Minnesota
-- LINE (Library Information Network and Exchange), University of Central Florida
-- Computing Information Center, Department of Academic Computing Services, University of Washington
-- Data Bank, Bureau of Business and Economic Research, University of New Mexico

Question 25/2: If yes, have there been any problems in charging users fees?

Generally, respondents did not have any conflict between offering fee based services and being a depository library. Twelve respondents simple answered "no", 10 did not answer at all and the others commented as follows:

-- we don't charge any user fees
-- No user fees charged for use of Government Documents Collection
-- Do not charge for use in library
-- No, our fees are restricted to the cost of the ID card, plus any transaction fee which is collected at the time of the transaction
-- no; we are committed to making access to and use of our depository free and open to all who need it
-- no - we do not charge for access to the government documents collection
-- none charged
-- we don't charge for fed. docs.
-- no - service brings the documents they need to them
-- no - we provide access but no borrowing to all users
-- Since there is no fee for access to materials, there has been no conflict for our fee-based service
-- no, as gov. docs. are very small % of items requested. Main charge here is for photocopy, patents transferred from microfilm to paper.
-- no fee is charged
-- Users are not charged fees to use gov't. docs or CASIS patent searches

Question 26: Do information brokers use your library?

yes : 26
no : 2
do not know : 10

Question 27: Does your library refer outside users to an information broker?

yes : 12
no : 23
do not know : 3

Comments to 27:

-- (yes) Occasionally, but not to a particular one, just to indicate these services are available
-- (no) I have referred to specialists in certain fields like toxicology; also we do quite a bit in referring our clients to Lehigh faculty
-- (yes) when appropriate
-- (yes and no) Gelman service desks refer outside users to INQUIRE. INQUIRE sometimes refers clients to other information services, sometimes subcontracts the research.
-- (no) Not officially, but individuals may mention names they know of, but this does not constitute a library recommendation

Question 28: Please estimate the number of outside users that you presently serve.

Seven of the respondents did not answer this question; it either was not applicable to their situation or they found it impossible to give an estimate.

-- approx. 100+ companies. Theoretically, we are dedicated to serving every resident in the state of Illinois; but that service commitment extends to individuals who hold some type of affiliation with the university
-- 3 companies, 4 individuals have used fee based services in the past fiscal year
-- 3,500 companies and 100 individuals
-- 4,000 individuals - any Colorado resident may borrow with no fee -- 8 companies and educational institutions and 125 individuals (FOL)
-- 100 companies and 600 individuals
-- 1 company and 5,000 individuals
-- 30 subscriber companies and 100 individuals - many no doubt onetime users; > 200 companies using ILL -- 14 companies and 200 individuals
-- 300 companies and 25 individuals
-- 800+ companies and 200 individuals
-- varies every month; few are repeat customers over a short time period
-- 400 companies and 100 individuals
-- 100-150 companies per month and 60 individuals per year
-- 800 individuals
-- 700 clients to date
-- 300 individuals
-- 150 companies and 2,000
-- 615 companies
-- 150 companies and 200 individuals
-- 20 companies and 300 individuals
-- 15-20 companies and 200-400 individuals
-- 800 companies and 1,400 individuals
-- 12 companies and 100 individuals
-- 40+ companies and 10 individuals
-- 1,000 individuals
-- 1,000 companies and 4,000 individuals
-- 600 companies and 25 individuals
-- 12 companies and 300 individuals
-- 10 companies and 100 individuals
-- less than 10-12 who do not purchase a community user card

Question 29: What effect have these services had on your library?

Four respondents did not answer this question; presumably they found it not applicable to their organization and its operations.

The overall tone of the answers was positive. The comments were wide-ranging and covered many aspects. The most frequently mentioned comments were the following: increased work load and activity, good public relations, relief of the general reference departments, increased income, ability to serve a larger clientele.

-- Utilize time of public services staff

-- As one might expect, our volume of activity is probably increased. It is difficult to tell since we include these activities in the mainstream of library service

-- More affected by use by students from other colleges than individual researcher or companies

-- It allows us to serve people we would otherwise not be able to serve

-- Negligible due to short (2 week loan) period

-- Provided additional income for library and established good public relations in community

-- Increased recognition; good will; helps build political support for library; some stretching of personnel

-- Create longer queues. Require librarians' time beyond reference desk hours to answer difficult questions, or conduct database searches

-- Very little (Database Search Services, University of North Texas Libraries)

-- We offer these services, but do not have the staff to promote such services

-- More database experience for searches

-- There has been minimal impact since there are so few users in this category

-- 1. Our information service client needs have lead our reference staff to develop on-line skills in certain categories of databases, such as patent ones, that typically our service to the academic community alone has not necessitated. So there has been a clear professional development advantage. 2. Reference productivity has been heightened by diverting the majority of outside calls to the Information Service desk and away from our Reference Staff. 3. The corporations in the Service and their needs provide a window for our staff on the larger industrial community in our region and because that community shares research and equipment with Lehigh, sends us students and donates to Lehigh, we should be knowledgeable about its makeup. 4. Because academic/industry cooperation is such a integral part of the entire university's mission, the libraries' participation in industrial liaison is entirely appropriate with this institutional environment.

-- No adverse effects. One of the benefits has been our contribution to the economic development of the local area and the state

-- 1. Relieves reference desk of burden of "involved" requests from outside users; 2. provides cash flow; 3. good public relations

-- Only the creation of a position and part-time assignment of a student assistant

-- No negative effects that I a aware of. See answer to # 35 for positive effects

-- Increased good will between library and community. Greater awareness of information resources at ASU

-- Positive PR

-- 1. Released regular library staff to serve University Library users. 2. Provided shared equipment - computers, fax, etc. that would not otherwise be available

-- Positive community relations, positive university relations, corporate giving increase due to new contacts, expansion of services offered by library, promotion of concept information is a very valuable resource

-- Helps the image of the library as natural resource in the field of industrial and labor relations

-- One full time position handles all screening for privileges - access and borrowing. Primary users may be most affected by requests for reference service during busy periods.

-- Additional workload is only "measurable" amount and that only because some users will mention that they are not connected with the University

-- [These services] take personnel time; seeking ways to recover more of cost

-- Increased use of materials. Increased awareness of the needs of external users

-- Enhanced awareness of University, stature of collection/services. OPAC decision was a direct result of willingness of corporate users to financially support remote access to our catalog.

-- Fosters better relations with business community, etc. Gives reference librarians an "out" for difficult requests/ patrons. Generates revenues for salaries, some equipment.

-- Minimum disruption

-- In general, the nominal fees we charge are expected by users. There is no negative effect. I guess that there might be some positive effect, since a fee indicates that there is a "real" value to our service

-- At first we struggled to keep up with the demand. In the past year or so many companies have hired their own database searchers who rely upon on-line ordering that our volume has diminished significantly.

-- little

Question 30: How do you protect the access to materials by your primary users?

The potential for conflict between the needs of primary users (i.e. members of the academic institution) and outside users does not seem to be as threatening as anticipated. The majority of respondents did not perceive this to be a major problem; restrictions on lending to outside users (time and/or number of items borrowed) or use of recall seemed to be considered as adequate solutions. Four respondents did not answer this question; presumably they found it not applicable to their organization and its operations.

Comments:

-- Users of CD-ROM Services must present university identification -- no restrictions otherwise

-- Since we are part of a statewide bibliographic network, our concern does not focus on protecting access to materials on our own shelves for primary users. Rather, if the item is in use, we offer to recall it and to obtain it by remote charge from another of 30 academic libraries in the network. If the item is not available in any of these libraries, we can quickly ascertain its availability at any of our 800 libraries of

all types who are also part of this network. Therefore, protection of access is not our primary goal in Illinois. Rather, it involves a focus on strengthening resource-sharing access by means of an efficient inter-library lending service

-- Borrowing privileges to others not widely available

-- Materials can only be checked out through our fee based service if not a primary user. External borrower card may be purchased starting July 1989

-- Not a serious problem -- use recalls

-- Recall

-- We are a publicly supported library with nontraditional students. There is no way to identify "primary" users, unless they ask for specific services

-- No protection

-- So few; very little impact

-- By not promoting services to outside users; by charging fees.

-- Has not created a problem

-- The charge for the ID card is considered a deterrent against excessive or frivolous use

-- The mechanisms already in place to protect "security-risk" (i.e. often stolen or removed) materials, such as closed reserve, seem to work well for our clients. Because we have a continuing relationship on a subscription basis with all our client corporations, we have not had the kind of misuse or overuse these questions allude to.

-- Restrict the number of items that can be borrowed by outside users

-- We can recall as needed; do not circ. periodicals, microforms, reference and proceedings.

-- University students/staff/faculty and outside users have equal access - no one is given preferential treatment with respect to access to materials

-- This has not been a problem, the outside user who checks out books is usually interested in highly technical works which few of the primary users need often. The business clients don't check out books, but ask for article photocopies - the journal is off the shelf only an hour or two. Most outside users are interested only in on-line searches and some ILL.

-- This has not been a problem to my knowledge. High use items will have restricted circulation anyway; we will recall other materials as needed by faculty or students if checked out by outside users.

-- There have not been any conflicts so far

-- Limited circulation

-- They have first priority to all materials

-- As do most libraries -- tattle tape, vigilance, orientation to procedures, etc. Primary users = students, faculty & staff & general community

-- Out of state clients may not borrow materials. Service to faculty and students is our first priority

-- They have priority over outside users

-- With open stacks, there is no way to "protect" resources for specialized clientele -- or from them

-- Short loan period -- demand for fee-based service not high enough -- few problems experienced -- charge for services -- higher fees

-- TIS recalls materials needed by campus borrowers from our clients. We also try to photocopy instead of loan whenever possible

-- Recall of circulating materials, restricted access to selected reference material of technical/operational nature.

-- Check out times reduced for outside users, material may be recalled immediately. Photocopying and ILL are primary avenues.

-- By restricting use to qualified scholars in need of our resources

-- we don't

-- We are on the verge of implementing a magnetic turnstile system at the Library entrance. Many categories of outside users will have to pay $100.00 (one hundred dollars) for a building access card. Borrowing privileges will be granted only to qualified members of the FRIENDS OF THE LIBRARY organization

-- Community users have restricted borrowing privileges

Question 31: Has your collection development policy been revised in any way to accommodate fee based services?

yes : 2
no : 35
no answer : 1

Comments to 31:

-- (yes) See attached chart. All references to ExeLS were added
-- (yes) We have made several suggestions about purchasing backruns of journal titles, and for ordering a few books, which have been accepted
-- (no) All the Auraria schools have strong business programs which build the same scope of collections as is usually wanted by the business community
-- (no) Collection development policy needs to be revised, generally. If we offer a fee-based service, revenues may be able to support some areas of collection used by the service
-- (no) However, requests by outside users sometimes provide the funds which enable us to purchase materials which are then also available to primary users.
-- (no) But it has helped justify development in strategic planning areas

Question 32: Have you ever referred a request from an outside user for material to another source because of the needs of your primary user?

yes : 15
no : 20
no answer : 3

Referral is seen as part of the service provided and is used to balance the needs and services provided to primary and outside users.

Comments to 32:

-- (yes) Have referred requests to local public library

-- (yes) The Library School operates a fee-based information service. If a user would like in-depth service for a project, we normally refer

him/her to the Library Research Center in the Library School, as we do not have a fee-based service

-- (yes) We do not provide inter-library borrowing for outside users and refer to the local public library. Also, nearby CU-Boulder has a large fee-based service (CTRC) well known to area corporations for full service work

-- (yes) If someone demands priority service that we cannot accommodate because of other appointments, we suggest other avenues of service

-- (yes) Occasionally have to schedule b.i. for high school classes at alternative times because librarians are busy giving b.i. to UTK students

-- (yes) When we refer outsiders to other sources, it is because we think the other source is more appropriate or could supply the information quicker

-- (yes) If we can't provide because the item is in use by someone else, either primary or outside user, will refer if the client can't wait for a recall

-- (yes) If material is needed or restricted to primary users, we try to locate alternate source where outside requesters can obtain material he needs

-- (yes) Holds of primary user are placed above outside ones

-- (yes) Outside user must wait or we will obtain item on ILL for him

-- (yes) If material is in use

-- (yes) Common sense dictates such a procedure

-- (yes) ILL restrictions

-- (no) So few requests, no major impact

-- (no) Referrals have been because we did not hold requested materials

-- (no answer) Only in so far if an item is in circulation, a patron may be referred to another library

Question 33: Do you have any type of controlled access to equipment or to workstations?

yes : 16
no : 19
no answer : 3

Comments to 33:

-- (yes) CD-ROM's must be loaded by circulation staff

-- (yes) CD-ROM's are locked in place

-- (yes) Database searching is done in an office, rather than in public area

-- (yes) In Reference our policy is to limit users of CD-ROM databases to 30 minutes if other users are waiting.

-- (yes) Microform reader-printers can be used only to copy our library materials

-- (yes) Each service unit with equipment maintains security through their service desk operations by use of the ID card requirements and use limitations.

-- (yes) While our CD-ROM workstations have no controlled access, the Lehigh University Network is controlled.

-- (yes) We have a MacIntosh SE computer, modem & printer which we use to generate bibliographies, guides, etc. and for internal administrative purposes.

-- (yes) We have CD-Rom's -- open to anyone who wants to use it. We have database searching subsidized for student use only.

-- (yes) computer lab/copy center available to anyone who pays

-- (yes) OPAC has integrated circulation module. Plan is to share catalog as a system resource on campus-wide computing services network with access control provided at the network level. Alternative remote access via TELENET is a possibility which is being investigated.

-- (yes) OCLC, RLIN, etc. restricted to Library Staff (who would conduct search for patron)

-- (yes) PC's can only be used by staff

-- (yes) We permit only faculty, staff and students to use our microcomputer lab (20 stations) or our reference CD-ROM database workstations (5 stations)

-- (yes) Audiovisual equipment is key-operated

-- (no) There are no public "workstations" available at the time. OPAC is a walkup service.

-- (no) The equipment of the service is not available to end-users in any way.

Question 34: of the outside users that you serve, what percentage do you estimate come to the library?

Responses ranged from "almost all of our requests come by telephone or fax" to "100 % - we have no document delivery service". A rough tabulation of the estimates supplied is printed below. It supports the earlier finding (questions 15 and 16) on the importance of electronic communications media (phone, fax, electronic mail). Four respondents did not answer this question.

Less than 50% : 19
50% or more : 13

-- 75%
-- less than 50%
-- 50%
-- 1%
-- almost all
-- 80%
-- Most, at some time or another, for fee services
-- 50%
-- 98%
-- small number
-- All of the individual user have come into the library at least once since they must be present to obtain the ID card. There have been too few corporate users to answer this question
-- 10%
-- 50%
-- 2%
-- 10%
-- 20%
-- 20%
-- 1% - almost all of our requests come by telephone or fax
-- unknown
-- 10%
-- 3%-5%

-- 3% - very few
-- 20%
-- 100 % - we have no document delivery service
-- no specific number of "outside users" that we serve - there is no restriction on who uses the building; so no subset number can be determined
-- 15%
-- About 2% of our clients visit the office. The rest contact us by phone
-- Transaction-based users: 10%; subscription-based: 50%; annual fees: 90%
-- very few, 5%
-- 100%
-- 5%
-- < 1%
-- 90%
-- 100%

Question 35: What benefits to your library and/or the university have resulted from these services?

The most frequently (20) mentioned benefits were public relations, community awareness and goodwill, publicity for the school and the library. These were followed by increased revenues (13), both from fees and gifts, to school or library. The ability to help a greater clientele (3), to contribute to the economic development of the area (2) and to participate in the public service mission of the university (4) were also considered as benefits to the library and its institution. Three respondents did not provide an answer to this question.

Some respondents listed benefits which had accrued directly to the library and its staff: a broader perspective for librarians, relief for the reference staff, opportunity for staff to expand and improve their skills, discovery of areas in the collection that needed strengthening, and the opportunity to no longer have to turn away users.

Comments to 35:

-- We hope good town-gown relations

-- the benefits of not charging are difficult to measure. However, I believe it fosters a strong sense of goodwill, especially with potential corporate donors to the University, and with alumni who have moved on to professional activities that involve research using the Library's collections. What many of us can see from the literature and hear from our colleagues is the fact that fee-based services by and large require quite a substantial amount of support just to maintain a cost-recovery status. Some middle ground must be reached, but it is difficult to project what that ground will be.

-- Not really affected except for the extra money it brings in from fees

-- Good PR, helped business, served people couldn't have served before.

-- Lending services provide excellent public relations, and some strong library development relationships -- Provides additional income for Library

-- Supports University position of service in support of Colorado economic development.

-- Greater community awareness of service

-- Fulfilling service aspect of University mission, good will.

-- Publicity

-- The impact has not been assessed. It is generally believed to have public relations value.

-- Visibility, good will, relief on the part of corporations having no in-house library to discover that Lehigh does share its resources and knowledgeable staff via this corporate liaison program; cost recovery for some services, such as reference desk inquiries, we were not recovering for previously.

-- Good public relations with the community, gives librarians broader perspective.

-- Corporate contributions and economic development of state.

-- Income and public relations benefits; relieved main library staff from need to provide these services so they can focus on service to the U of Minnesota faculty, staff and students.

-- Good public relations, frees reference librarians and on-line searchers from serving outside users, allows us to offer special services to all users, avoids having to refuse service.

-- Increased business and industrial contributions to the D.H. Hill Library; created good will for library and university; made us aware of areas in our collection that needed strengthening (because of exposure to real world problems and trends) - we have greatly improved our collection in areas of applied technology and business which ultimately benefits our students and faculty (manufacturers catalogs, patents, standards, etc.).

-- It has enhanced the reputation of the library and university around town. It has allowed public service desks to set meaningful service priorities. It has changed the response to outside user requests from "no" to "yes".

-- Increased good will; greater awareness of information resources; corporate donor program as part of Friends Group.

-- Good PR

-- Increased rapport with business community. Increase in sustentation giving. Increased income and staff for library.

-- Corporate giving grants to ExeLS, expanding technologies and and access to other databases

-- Many outside users are alumni who contribute to the school and the library

-- Public relations - especially with Evanston residents.

-- Public relations

-- Public approval, public support, donations, and gifts.

-- Help fulfill the university's public service mission. Library reference staff can refer non-campus questions to our service.

-- Reputation for high quality service unavailable anywhere else

-- provide resources to scholars

-- We are the principal source of economic and demographic data for New Mexico. It places the university in the position of being the unique and final source for this information.

-- 1.We enjoyed a flow of cash into an account which, miraculously, the Library was able to draw upon. 2. Our staff, professional and clerical, were able to test their skills and improve upon them.

-- Public relations for being a major state resource, staff viewed as "experts".

-- Community relations strengthened.

Question 36: What problems, not addressed in this survey, have you encountered since these services began?

Twelve respondents did not supply an answer to this question. The responses reflect the variety of experiences and problems faced by the very divergent group of institutions responding to this survey.

-- Occasional attempted theft

-- Outside user requesting down-loading of database

-- Colorado legislature recently passed a law restricting university products and services which compete with the private sector

-- No major problems

-- Business people wanting us to do research for them (not on-line), which we do not offer. A very few put pressure on staff. One of the librarians, or Head of Business Relations will mediate when necessary.

-- With a small staff it is important to consider carefully staff time given to requests from outside users.

-- Not having enough materials needed by clients

-- Patron record maintenance has been more difficult with non-university users.

-- 1. Problems typical to marketing a sophisticated service - user education, hesitancy about the value of information, etc. 2. The documentation requirements, the monthly reports to subscribers, copyright, etc., take a great deal of staff time. 3. Adjusting fees to reflect actual costs.

-- Since we have had severe budget cuts over the last 3 years, we have not always been able to meet demand; the lack of a coordinator has been a problem but we just do not have enough staff to dedicate someone to this service; bookkeeping has been a problem - we really don't know how well we are covering costs.

-- non of significance

-- Identification of those outsiders who have quasi-insider status, that is people we have agreements with other institutions to serve at student rates. Also it is difficult to devote the necessary time to act in a timely manner (like a business) when some staff have the attitude that the client can wait.

-- Not always enough staff to handle volume of requests as quickly as we would like to.

-- Have all your policies and procedures in place before offering the service.

-- Unfair competition complaint; restructuring of fees to include 30% indirect cost figure.

-- a few delinquent borrowers.

-- Some lost library materials

-- Reluctance from Reference to provide service if return is not perceived.

-- Although we answer only about 75 questions per year through our fee-based service, they always seem to come in clusters.

-- Difficult to market; always struggle with balance of service to primary users; how much to charge. . .

-- People disagree over "fair" fees, expect everything for free. Some people will rip you off -- those that do cost you $200-300 in

replacement costs for lost or damaged materials. Public relations is a required component of staff training, you can't have too many "people skills".

-- The material requested is usually needed yesterday = very rushed atmosphere; feeling of "time is money" etc. is out of place in academic library.

-- minimum of problems.

-- None. Charging nominal fees for our service has never been a problem.

-- Problems of ethics. Example: You suspect that the similarity of requests from two law firms means that they are working for opposing sides on a medical malpractice case.

-- Outside users also include high school students, these are a special class of patron.

Corporate Services Program

Task Force Report

The General Libraries
The University of Texas at Austin
May 17, 1989

THE GENERAL LIBRARIES
THE UNIVERSITY OF TEXAS AT AUSTIN

P. O. Box P · Austin, Texas 78713-7330

Date: May 17, 1989

To: Mary Seng

From: Corporate Services Program Task Force

Subject: Report of the Corporate Services Program Task Force

Attached is the report of the Corporate Services Program Task Force on the feasibility of instituting a fee-based Corporate Services Program in the General Libraries.

Section I of the report provides an overview of our charge and a summary of our recommendations. Sections II through VIII detail the results of our investigations and support the recommendations we have made. Sections IX - XI address the administrative decisions necessary to implement such a program; discuss implementation requirements in more detail; and summarize our conclusions. The appendices provide additional supporting documents.

Along with the report, we submit copies of most of the articles that are cited in Appendix A: An Annotated Fee-Based Services Bibliography.

The entire report is on a Macintosh disk. Additional copies can be readily provided as required.

The Task Force found this an extremely interesting, challenging assignment and hope the results of our work will be useful to the General Libraries. We will be very glad to answer any questions you may have about the report.

contents

I.	Introduction and Summary of Recommendations	2
II.	Existing Fee-Based Information Centers in Academic Libraries	5
III.	Ideal Conditions for Fee-Based Service	12
IV.	Services and Charges for a Corporate Services Program	16
V.	Space, Equipment, and Staffing Costs	20
VI.	Copyright Issues	27
VII.	Billing and Revenues	30
VIII.	Marketing	33
IX.	Administrative Decisions	36
X.	Implementation	39
XI.	Conclusion	43

Appendices:

A:	An Annotated Fee-Based Services Bibliography	45
B:	Selected University Libraries with Fee-Based Services	51
C:	Range of Services Offered	53
D:	Current Charges for General Libraries Services	54
E.	University of Texas System Copyright Policy Statement	56

I. INTRODUCTION AND SUMMARY OF RECOMMENDATIONS

Charge:

The Corporate Services Task Force was established to determine the feasibility of instituting a General Libraries Corporate Services Program which would provide such services as text delivery, computer-based information services, present or expanded circulation/ILS services, individualized reference services, or other specialized services of interest to business or other off-campus organizations on a cost-recovery or for-profit basis. Components of its charge were:

- to investigate the scope of corporate services programs offered in other academic libraries as well as to develop comparative information on types of clientele, subject areas most in demand, price structure for each service, fulfillment rates, delivery times and modes, staffing, and profitability.

- to determine through visits or telephone calls the demand for paid corporate services off campus. To determine specifically the parameters of the need: what is needed, in what time frame, by what delivery mode, what type of billing arrangements are desirable, the projected volume of business, etc.

- to recommend appropriate services and charges based on findings about the experiences of other institutions and the financial and staff resources available in the General Libraries; to recommend how such a service might fit into the General Libraries organizational structure.

- to provide estimated start-up costs for staff, equipment, supplies, marketing, etc. for a Corporate Services Program (of initially limited scope) as well as the cost of subsidizing the service until it could become self-supporting.

Methodology:

- The Task Force began its assignment by gathering documentation relating to similar operations throughout the country at a variety of medium to large academic libraries. This information was digested, discussed, and salient factors given extended attention. Telephone calls were made to selected out-

of-state institutions and to local businesses for additional information and details that ranged from basic operational routines to broad marketing concerns.

• Concurrent with the above, discussions were held to focus, in a very pragmatic manner, on the essentials of a corporate services program, its mission, operation, and relationship to the General Libraries, the University community, and the larger business and scientific arena. The Task Force, throughout its discussions, took into consideration the great range of variables within the components that make up the recommendations it sets forth below for the establishment of a corporate services program. However, the Task Force concluded that there should be no variables as they relate to the accuracy and timeliness of services to be offered.

SUMMARY OF RECOMMENDATIONS:

1. The General Libraries should offer a Corporate Services Program that provides timely and accurate fee-based services to corporate and other paying clients.

2. Complex organizational issues focusing on the General Libraries itself, the University, and the broader community of potential clients must be resolved before implementation of an autonomous Corporate Services Program.

3. A Corporate Services Program should offer services in three major areas:

- **search services**
- **document delivery**
- **checkout services**

4. Charges for Corporate Services Program services should be based on the cost of the information product (including staff time), handling fee, and delivery costs.

5. The Corporate Services Program should be funded at the intermediate level (described in Section V as Option II). The PCL public refreshment area should be used for the location of

this service. Costs: Equipment/furniture: $20,262; staffing (annual): $66,684; miscellaneous (annual): $7,500. Total cost: $94,446.

6. The Corporate Services Program should operate in strict compliance with copyright laws and should become a member of the Copyright Clearance Center.

7. The Corporate Services Program office should handle its own billing procedures.

8. The Corporate Services Program should recover its operating expenses and staff costs.

9. A new revolving account with overdraft coverage should be requested for the Corporate Services Program to allow for payment of certain expenses as needed at the outset of the program or before the program has recovered those costs in full.

10. The Corporate Services Program should follow an intermediate marketing scenario.

11. An Implementation Group should be constituted to plan specifically for and implement the Corporate Services Program.

12. The Implementation Group should be composed of four General Libraries staff members and two additional non-library persons. After start-up, the Implementation Group should evolve into and continue as an Advisory Group to monitor and advise the Program.

Corporate Services Task Force
Susan Ardis
Carole Cable
Christine Johnston
Suzanne Marshall, chair
Peggy Mueller
Terry Newman
Nancy Paine
Kay Platzer

17 May 1989

II. EXISTING FEE-BASED INFORMATION CENTERS IN ACADEMIC LIBRARIES

Identification and Definition

Current literature uses the term "fee-based information service" to identify those operations offering library services to corporate and other patrons for a fee. Since the term "fee-based" may also characterize any service for which a fee is charged, care must be taken not to confuse one kind of service operation with the other.

Two directories identify academic libraries with fee-based information centers. The Directory of Fee-Based Information Services (1987) includes non-library affiliated information brokers and information centers in public as well as academic libraries. Thirty centers in academic libraries are listed, occasionally more than one unit in a single university setting.

The 1988 FISCAL Directory, published by the Fee-Based Information Service Centers in Academic Libraries (FISCAL) Discussion Group of ACRL, has 83 listings. (This may include more than one listing per university.) One cannot assume this total represents only full-service units for corporate clients. Some operations offer only online searching or interlibrary loan, which may be restricted to their university patrons. Others are independent information brokering units offering a full-range of services to all paying clients.

For our purposes, "fee-based service" was equated with information brokering, research, and document delivery for corporate or other paying patrons. Even within this definition, there is a wide range of possibilities. Some libraries have autonomous, full-cost-recovery operations, employing eight to ten persons and offering everything from document retrieval to preparation of research reports. Other libraries offer only document delivery and make no attempt to recover facilities, equipment, and salary costs.

There is evidence that the nation's largest academic and research libraries are offering not only their collections, but the expertise of their staff to non-university clients. There are sixteen ARL libraries in the top group as ranked by collection size. In this group of sixteen, only three are not listed in the FISCAL Directory (Texas, California - Los Angeles and Toronto). (Eight of these sixteen ARL institutions are state supported and offer fee-based library services; five of these sixteen are private institutions and offer fee-based library services.) Fifty-five percent of the universities listed in the FISCAL Directory are the sites of ARL libraries.

In another comparison, there are twelve state supported universities which comprise our "peer" group: California - Berkeley, California - Los Angeles, Minnesota, Ohio State, Michigan, Texas, Washington, Michigan State, Indiana, Illinois, Wisconsin and North Carolina. Seven are listed in the FISCAL Directory (California - Berkeley, Minnesota, Ohio State, Michigan, Washington, Illinois and Wisconsin); five are not (California - Los Angeles, Texas, Michigan State, Indiana and North Carolina).

Recommendations in this section are gleaned from the literature and do not necessarily represent viewpoints of the Task Force. An annotated bibliography follows as Appendix A. Brief references in this and other sections of the report refer to the more complete citations in the bibliography.

Libraries with Fee-Based Services

A list of full-service, fee-based operations in academic libraries follows the report as Appendix B. It is not exhaustive, but attempts to list those most frequently discussed and cited in the literature.

General Characteristics

Few corporate service units resemble other units closely. Each is tailored to meet the specific needs of clientele and to fit within an existing university library structure. Often organization of the service is determined by available staff and equipment resources, physical space, and seed money.

The Task Force decided that a survey of all libraries offering fee-based services was unnecessary at this time. Data for the present Task Force report was gathered through telephone contacts with corporate service directors and review of the literature. A limited survey of libraries was published by the Office of Management Studies, Association of Research Libraries, as SPEC Kit 88. In that telephone survey, twenty-three libraries were contacted, and sixteen reported having a fee-based unit.

Beginning a Service

Impetus to begin a service varies. Some have been formed after years or months of committee deliberation, such as Northwestern's NQUERY. Others

were instituted when seed money was found, such as Drexel's ExeLS. Others were opened in response to corporate needs, such as Georgia Tech's RIS and the service at the University of Rochester. University of Michigan's MITS was the brainchild of the library advisory committee, proposed to relieve librarians of increasing demands from outside users.

There are many reasons given for starting a fee-based service. These include public relations, service to industry, making money, alleviating corporate demands on reference staff, improving university/business relations.

Organization

Hornbeck (p. 25) delineates three organizational possibilities:

1. Autonomous units occupying library space but having separate budgets and organizational structures

2. Units formed as library departments separate from reference and interlibrary loan departments

3. Units formed as part of library reference or interlibrary loan departments.

Existing fee-based services investigated by the Task Force fall into these three categories.

Thompson of RICE recommends a corporate service department be a separate administrative unit (Thompson, p. 69). Such a service would be relatively autonomous, reporting to a high level of library administration. Thompson suggests it is easier to justify the department's founding, show its cost-recovery, and control its workflow, accounting, and administration. Furthermore, there is no conflict of interest as staff prioritize patrons, deciding who will come first, university or corporate clients.

The fee-based information service at Georgia Tech was formed to handle both campus interlibrary loan requests and off-campus document delivery and searching. The administrative decision to put university patrons over paying corporate clients resulted in a conflict of interest and the inability of the service to realize its full income-producing potential. (Citron and Dodd, p. 8; Hornbeck, p. 23)

The ARL survey found five units that were autonomous and eleven that were part of existing departments.

Staff

The ARL survey found five of sixteen libraries used existing staff to handle requests. One unit was run by a library technical assistant with proximate professional attention. Five units had between one and two FTE professionals. One unit had five professionals. (Other responses were not explicit.)

Usually larger units are headed by professional librarians. Some were begun with half-time professionals, relying on staff reference librarians with subject expertise. Many use student workers (library school students are highly recommended), although complete reliance on them is undesirable. Library assistants and clerical staff are usually part of the service, particularly as the unit grows.

Thompson at RICE believes finding the right individual to head the corporate services unit is crucial. "This person must be adept at organization, supervision, finance, and marketing." (Thompson, p. 70)

Advertising and Promotion

The function of the director for a fee-based service typically is to promote the service as well as to manage it. At the large Center for Business Research at Long Island University, the director is not involved in handling clients at all. At Ohio State's Health Sciences Library, the director divides her time between advertising/promotion and research/searching. In ExeLS, the director spends very little time in promotion. ExeLS' advertising philosophy tends toward provision of information to prospective clients rather than a strong sales pitch, in order to protect a non-profit status and avoid antagonistic competition with independent information brokers.

To attract clients, services spend varying amounts of money and time in advertising and promotion. As mentioned previously, philosophy differs regarding the amount and type of advertising used. Georgia Tech's RIS believes the full potential of the service as an income-producing unit has never been realized. One reason has been the lack of marketing and public relations to promote the service. (Citron and Dodd, pp. 8-9)

Arizona State's FIRST recently appeared before the Private Enterprise Review Board when the right of a publicly-funded university to offer fee-based services was challenged by a for-profit information broker. Although the Board recommended FIRST stop advertising in the yellow pages, the library's right to offer fee-based services was affirmed. (Goldberg, p. 188) The case has implications for advertising/promotion policy as well as for a service's position within the library's organizational structure. It suggests the advantages of low-key advertising and an autonomous structure.

Services

Whatever services are provided, the primary characteristics are speed and accuracy. This cannot be emphasized enough.

Subject specialties vary. Most common are engineering, technology, medicine, and business. Sometimes fee-based services are located in specialized libraries, such as Ohio State's Health Sciences Library or Cornell's School of Industrial and Labor Relations. Other fee-based services take advantage of the large business and/or technical collections of major academic libraries.

ExeLS' director recommends precise positioning in the market at start-up. The majority of ExeLS' work is in document delivery. Although he desires more research, he believes it is difficult to develop this service because clients have not become accustomed to it.

The services at Drexel, Georgia Tech, and Ohio State Health Sciences Library represent the majority when they report most of their business is in photocopying and document delivery. Schneider at OSU believes research services bring in the document delivery business, and photocopying is the operation's bread and butter.

The range of services is wide. Sometimes only borrowing privileges are offered. The most frequently mentioned service in the FISCAL Directory is online searching. Of the 83 listings in the directory, 65 offer online searching for a fee. (This does not necessarily mean they offer online searching to the non-university community.) Fifty-six offer document delivery, and forty-nine offer manual searching (e.g., staff search printed indexes and bibliographies for clients). Other services offered include bibliographic verification, interlibrary loan, translations, instruction, consultation, report preparation, library borrowing or use privileges, patent searching, indexing, preparation of bibliographies, and SDI (Selective Dissemination of Information or regular updates of online searches).

Clients

Clients, like subject specialties, vary. ExeLS has several government clients, and has received state grants for service to small manufacturers in Pennsylvania. OSU serves many attorneys, obtaining non-legal materials related to malpractice and accident cases.

Some services, such as Georgia Tech's RIS and University of Michigan's MITS assist faculty and students as well as outside clients. MITS charges university clients the same fees as non-university clients. MITS has served companies from one-person businesses to Fortune 500 companies. Although much business comes from Michigan, nearly half is from other states and foreign countries. (Beaubien, p. 70)

The Center for Business Research at C. W. Post Center, Long Island University, defines three major groups of outside clients: corporate librarians; special, university, and public librarians outside LIU; general business community. (Ungarelli and Grant, p. 7)

Equipment

In the beginning, operations generally rely on the parent library for expensive equipment, such as photocopy machines. It is highly recommended that the new unit have invoicing and other records computerized. This saves time, increases efficiency, and allows quick status reports on request. Other equipment mentioned includes online search terminals, OCLC access, typewriters, telephone lines, unique serial subscriptions, and even a laser printer.

Cost Recovery and Fees

Information on cost-recovery is difficult to find, as some corporate service directors are reluctant to discuss it. Most units do not try to recover overhead (space, utilities, etc.). An exception to this is Drexel's ExeLS. Most units do not seek to make a profit, but to retain non-profit status and channel earnings back into the unit or parent institution. RICE has purchased equipment for the library and added dollars to the library's travel fund. ExeLS purchased a laser printer and photocopy machine for its own use. Other units do not recover salary costs. Most departments do recover production costs, such as photocopy, postage, and online searching database fees.

The ARL survey found three operations that claimed to recover all costs, eleven that recovered partial costs, one that contributed only a portion, and one that was part of the university with no costs involved.

A survey is currently being conducted by Debra Schneider of Ohio State to determine the full extent of cost recovery in corporate service units. To date, however, questionnaires are just being returned and no preliminary findings are available.

Costs to patrons are generally fairly high. Hourly fees for librarian time (for manual and online searching) may be $50 to $60 per hour. Document photocopying generally includes retrieval and is most often established at a fixed rate. ExeLS charges $12 for each journal article copied or book lent. Ohio State begins at $7 per copy if the material is in the Health Sciences Library and $15 if it must be obtained through interlibrary loan. A flat fee with a per page surcharge for extra-long articles seems to be most efficient. Other services charged for include telefacsimile, rush requests, and door-to-door delivery. Marvin believes high prices contribute to the perception of the service as a valued and trusted one. Drake feels librarians fail to realize the value of their own time. (Drake, p. 56-57)

Some corporate services allow businesses to become members, paying an upfront retainer which gives them less expensive rates for individual services. The Center for Business Research was originally funded by retainers from six local businesses. (Ungarelli and Grant, p. 6)

ExeLS was funded by $18,000 seed money. (Marvin, p. 151) In addition, ExeLS has received the gift of a telefacsimile machine and two grants, one from the state for $44,000 per year for three years, and one of unspecified amount from the Defense Intelligence Agency.

MITS receives no money from the state, and was initially funded by income from a trust fund. It is currently self-supporting, although no mention is made of overhead costs. (Beaubien, p. 70)

The general attitude is that a corporate service is a business with different priorities and timetables than an academic library. Service must be fast and accurate. The configuration of the staff and library must be carefully considered before making promises that cannot be kept.

III. IDEAL CONDITIONS FOR FEE-BASED SERVICE

The following list was taken from an ACRL continuing education course (CE108a), "Operating and Marketing Fee-Based Services in Academic Libraries," given by Barbara Stump. She was involved in RICE, the fee-based system at Rice University in Houston. Stump felt that if thirteen or more of the conditions could not be met, a fee-based service would probably not be a viable service and would definitely not make economic sense. Therefore, the Task Force used these conditions as an important element in deciding what course of action to recommend.

1. Private academic institution with strong collection
2. Resources in business, law, science, technical materials, and unique materials
3. Library open to public
4. Other local complementary collections
5. Strong serials budget (+$15,000)
6. Location in or near a large, growing urban center or industrial research park
7. Clearly identifiable non-academic user group with heavy current library needs
8. Not-for-profit, tax-exempt
9. Strong library budget with strong university administration support
10. Potential revenue viewed as library budget enhancement, not operating library budget line
11. Strong local economy
12. Weak local competition
13. Strong local and national reputation, with alumni well-placed in local economy

14. Hiring and purchasing flexibility given to library by administration

15. The fee-based service would be operated as a separate cost recovery unit by having:

    a. a status equal to other departments
    b. well-defined service priorities
    c. clear reporting lines to decision-makers
    d. no internal conflicts of interest
    e. a full-time head, with only fee-based service to run

    and by having to justify and maintain cost recovery status.

Clearly the General Libraries more than meets most of these conditions, especially conditions 2, 3, 5, 8, 9, and 13. We have access to one of the largest law libraries in the Southwest, our collection of science materials numbers well over 420,000 volumes and our business collection contains approximately 120,000 volumes. Unlike many large university collections, ours is open to the public. Unfortunately our local economy is not as strong as it has been in the recent past. However, we do have alumni well-placed in the local economy in businesses such as Espey-Huston, Tracor, and Radian. Like conditions 4 and 11, condition 6 is somewhat problematical. It is probably an overstatement to say that we are in or near a large growing urban center. However, we are part of a growing industrial research park. Condition 12 refers to weak local competition. If taken to mean in Central Texas, then competition is extremely weak. However, if local is taken more broadly, then it should be noted that SMU and Rice do offer similar programs. Neither of these should be in direct competition since we will generally be providing access to materials held in our collections. Several of the other conditions (10, 14, and 15) can be met during the decision making process.

Number 7 in the preceding list of "Ideal Conditions" refers to a "clearly identifiable non-academic user group with heavy current library needs." At present ten local companies have corporate agreements with the General Libraries. For an annual fee they are entitled to standard Courtesy Borrower checkout privileges, but no other library services. Austin companies generate enough photocopying and document delivery transactions (drawing often on General Libraries resources but also on institutions and corporate services programs elsewhere) to support several local individuals/firms engaged in this type of business. PCL Reference and all other service units handle reference questions from businesses, and Photoduplication processes many requests from law firms and state agencies. The General Libraries also receives many

requests which we cannot handle and for which we cannot provide an alternative. These requests are from local, state, national and international citizens and firms. We have also been asked by University departments if we could make some type of corporate services program available.

Recommendation 1: The General Libraries should offer a Corporate Services Program that provides timely and accurate fee-based services to corporate and other paying clients.

Based on the factors listed above there is a clear and evident market for a corporate services program. The program would be a service to the taxpayers and citizens of Texas by making available the resources of the General Libraries on a much broader basis. By having this service available as a separate cost recovery unit, we would in no way be interfering with or neglecting our primary mission of service to our University clientele.

It would be idealistic to expect academic libraries to provide dedicated research staff as well as reproduction and delivery services without charging fees. However, even with the assessment of fees, these services are sought by corporate patrons as well as some private and university patrons. Today no one expects such individualized on-demand services to be free. Academic libraries are not selling the use of their collections because the collections are still open for free use by all. They are offering extra services and providing packaged information that could not be provided at all without cost recovery.

Task Force members polled a dozen area corporations regarding potential interest in a more ambitious corporate services program. Most corporations expressed interest and enthusiasm for the idea of enhanced corporate services by the General Libraries. To summarize:

- 9 of 12 companies expressed interest (ranging from very strong to occasional) in document delivery;
- 8 of 12 companies were interested in enhanced checkout privileges (including retrieval and delivery);
- 3 of 12 companies were interested in search services. Larger corporations, and those with librarians or information service staff, tend to do their own searching in specialized databases. The Task Force believes that smaller companies not contacted in this preliminary poll may be more likely to need the searching capabilities that a General Libraries CSP could offer.

The Austin area business community includes a large concentration of high-tech, information and research intensive establishments, as well as governmental agencies. Austin competes nationally to attract industries into

the community. The University of Texas at Austin frequently works with the city and state to "lure" companies into the area. The University and its resources are a major selling point. The University also holds many research contracts and grants. As the sixth largest academic library in North America, the General Libraries plays a strong role in this picture. A Corporate Services Program both fits the existing need and would be desirable for business recruiting purposes.

Recommendation 2: Complex organizational issues focusing on the General Libraries itself, the University, and the broader community of potential clients must be resolved before implementation of an autonomous Corporate Services Program.

- As speed and accuracy are the bottom line of a corporate services program, speed and flexibility must be the bottom line in the decision making process. This commitment to speed and flexibility must pervade the total operation and drive the decision makers; otherwise, the service will be doomed to mediocrity.

- The mission of the Corporate Services Program must be clearly stated and understood by other General Libraries departments.

- The Corporate Services Program should be a separate, autonomous department of the General Libraries. The autonomy of the Program is essential to avoid conflicts of interest and necessary for timely response to requests.

- The Corporate Services Program head should have department head status and should report to the director (possibly through an assistant director).

- The Corporate Services Program's interrelationships with Inter-Library Service, reference and circulation services, Photoduplication, and other fee-based and corporate services must be clearly defined and communicated.

- The Corporate Services Program should be appropriately meshed with all University operations.

IV. SERVICES AND CHARGES FOR A CORPORATE SERVICES PROGRAM

As noted in Section II of this report, corporate services programs nationwide offer a wide range of services to corporate clients. Appendix C lists the varieties of services identified by our research.

A start-up level of fee-based corporate services in the General Libraries should include services which are in demand, which draw on information resources for the most part already available, and which lend themselves to straightforward calculation of costs to the library and charges to the client.

Recommendation 3: A Corporate Services Program should offer services in three major areas:

- **Search services** using existing library databases and other resources, and including
  - -- full-service online searching
  - -- bibliographic verification
  - -- SDI (selective dissemination of information)

- **Document delivery,** including
  - -- acquiring the requested document (from our collection, through another library or a document vendor, etc. as needed)
  - -- processing the document to provide the stipulated format (as currently done in Photoduplication)
  - -- delivery of document to client

- **Checkout services,** including
  - -- accepting phone/mail/fax requests
  - -- retrieval, checkout, and either delivery or hold-for-pickup service

These services will meet a clear, present demand. Resources and facilities needed to support them at various operational and staffing levels are discussed in Section V.

Current charges for these services are detailed in Appendix D. Services already available to University library clientele are either now provided free--as in the case of bibliographic verification and some ILS transactions--or are charged at a rate which is considered to cover the library's costs (for example,

charges billed by Photoduplication for copying services in various formats). Checkout privileges are available to individuals or corporations not associated with the University for a $15 or a $250 annual fee respectively.

Recommendation 4: Charges for Corporate Services Program services should be based on the cost of the information product (including staff time); plus a per-hour handling fee (one hour minimum) when the product must be prepared or processed; and delivery costs.

Delivery costs will vary with the method and speed of delivery. Corporate Services Program rates should be comparable to those charged by existing vendors and services.

Of the alternative methods of determining the cost of a copy acquired or produced by the Corporate Services Program at a client's request--actual cost of copying and copyright fee for a specific document, vs. average cost to be applied to most or all documents--the Task Force suggests that it is preferable to use a flat rate that would cover the majority of documents requested. This simplifies quotation of rates (and rate comparisons by potential clients), billing, and bookkeeping. The flat rate should cover, in most cases, the actual copying costs and whatever copyright fee is to be paid. A flat rate for copies at the start-up of the program should be recommended by the Implementation Group, based on sampling journals to determine average cost.

As the great majority of Corporate Services Program users will be off campus, a fast means of delivering materials must be available. This requires either that Corporate Services Program have its own vehicle for local deliveries, and use some other service (such as Federal Express) for deliveries farther afield, or that the Corporate Services Program use a professional delivery service. Such services operate both in the Austin area and nationally, and offer a range of guaranteed delivery schedules at various rates. The Task Force suggests that the Implementation Group investigate delivery services and charges to identify the most appropriate, and that the Corporate Services Program use that service for any off-campus deliveries.

The Task Force suggests that the charges below are reasonable for the services recommended. Hourly figures for salaries are derived from the General Libraries Personnel Office and the University's Personnel Pay Plan for 1988-

1989, plus 25% for benefits. Actual costs should, of course, be closely monitored and evaluated in order to revise rates as needed.

For search services:

Full service online searching =

cost of the search + staff time (for example, @ $19/hour librarian, or $11/hour Library Assistant III, depending on staffing level)

Bibliographic verification=

staff time @ $11/hour Library Assistant III

SDI=

cost of search and monthly printouts + staff time @ $19/hour librarian or $11/hour Library Assistant III

For document delivery:

Standard cost of document produced/acquired
+ $7/hour handling and preparation fee
+ cost of delivery if applicable

For checkout privileges:

$7/hour charge for accepting and processing requests
+ cost of delivery if applicable

Expansion of services within the Corporate Services Program should depend on the demand for specific services, and on the Corporate Services Program's cost recovery performance. For example, if the Corporate Services Program is offering the above services, and there is clear demand for more in-depth reference or research, then this service could be added if the Corporate Services Program is recovering the costs of current services (or if funding is such that it is acceptable for the Corporate Services Program not to become self-supporting for a longer time period). If a General Libraries Corporate Services Program begins by offering more limited services than those listed above--such as copying and document delivery only--then search services and

enhanced checkout services would be logical areas into which the program might expand.

V. SPACE, EQUIPMENT, AND STAFFING COSTS

The typical projected costs and requirements for an academic library fee-based service are space and location, staffing, furniture, equipment and other miscellaneous operating expenses. Three different options-- bare minimum, middle range and ideal situation-- are detailed in order to quantify three possible variations for starting this service. Figures for staffing are derived from the University of Texas Personnel Pay Plan 1988-89, and the General Libraries Personnel Office. Estimates for furniture and equipment and other expenses were obtained from recent purchases.

Space and location

A. Option I: Bare minimum: Operating using existing space with minimal modification

1. Photoduplication
   a. Advantage-use of unit's equipment
   b. Disadvantage-overcrowding the unit
2. PCL public locker area
   a. Advantage-central location, highly visible
   b. Disadvantage-relocating or discontinuing public lockers

B. Option II: Middle range: Operating with more space than bare minimum; involves reconstruction

1. PCL: construct a suite
   a. Advantage-central location-accessible
   b. Disadvantage-possible reduced closed study space
2. Locate a space in science cluster area
   a. Advantage-easy access to technical material
   b. Disadvantage-costs and visibility of service

C. Option III: Ideal situation: Operating with more space than bare minimum; areas are large; requires structural modification

1. PCL public refreshment area
   a. Advantage-space is large
   b. Disadvantage-costs of reconstructing area
2. Engineering Library
   a. Advantage-one of science cluster libraries
   b. Disadvantage-locating adequate space

Furniture and Equipment

A. Option I: Bare minimum: use of existing equipment or lease-purchase lower priced equipment

1. Use of Photoduplication's existing equipment of copiers, Telex, etc.

or:

2. Lease-purchase one copier (about $8,000--includes interest) Initial expenditure requirement $135 monthly or $1,620 annually for five years.
3. Purchase one fax machine ($3,000)
4. Purchase one correctable typewriter ($760)
5. Maintenance costs: ($1,200 annually)
6. Furniture: Desks (2) ($1,600)
7. Posture chairs (2) ($248)
8. Vertical File Cabinets (2) ($500)
9. Book trucks (3) ($390)
10. Total start-up cost of this plan for equipment: **$9,318**

B. Option II: Middle range: Medium equipment in quality and price

1. Lease purchase one good high volume copier ($15,000 - includes interest) Initial expenditure requirement $250 monthly or $3,000 annually over five years.
2. Purchase one fax machine ($3,000)
3. Purchase one IBM compatible computer, software, printer, modem ($3,300)
4. Purchase one telex and printer ($1,200)
5. Purchase one OCLC terminal ($2,600)
6. Purchase one correctable typewriter ($760)
7. Telephone answering machine ($65)
8. Maintenance costs: ($2,000 annually)
9. Furniture: Desks (3) ($2,400)
10. Posture chairs (3) ($372)
11. Terminal tables (3) ($675)
12. Vertical File Cabinets (2) ($500)
13. Book trucks (3) ($390)
14. Total start-up cost of this plan for equipment: **$20,262**

C. Option III: Ideal situation: High quality equipment.

1. Purchase one good high volume copier which has a variety of features ($24,000 - includes interest) Initial expenditure requirement $400 monthly or $4,800 annually over five years
2. Purchase one fax machine ($3,000)
3. Purchase one Macintosh SE computer, software, laser printer, modem ($6,285)
4. Purchase one Telex and printer ($1,200)

5. Purchase one OCLC terminal ($2,600)
6. Purchase one correctable typewriter ($760)
7. Telephone answering machine ($65)
8. Maintenance costs ($2,300 annually)
9. Furniture: Desks (3) ($2,400)
10. Posture chairs (3) ($372)
11. Terminal tables (3) ($675)
12. Vertical File Cabinets (2) ($500)
13. Book trucks (3) ($390)
14. Total start-up cost of this plan for equipment: **$25,347**

Staffing (annually)

A. Option I: Bare minimum (includes benefits @25%)

	Retrieve and photocopy.
1. LA III $22,865	Responsible for performing specialized duties requiring advanced operational skills and general library knowledge. Responsible for supervising Corporate Services clerical staff and maintaining the flow of operations reporting directly to professional staff personnel. Must possess strong communication skills and be able to direct support efforts to meet demanding deadlines.
2. Office Assistant $14,196	Makes telephone calls and schedules and receives appointments for supervisor. Receives, opens, sorts and distributes mail. Maintains records and files. Types routine correspondence. Compiles reports, receives and records cash payments. Photocopies and mails out orders. Prepares payroll.
3. Part-time OAs (1) $4,666 (no benefits included)	Retrieves books and materials, photocopies and processes orders. Other duties as assigned.
Total staffing -	**$41,727**

B. Option II: Middle range (includes benefits @25%):

	Professional library skills-broad knowledge of online searching.
1. Professional Reference Librarian $33,750	Primary responsibilities will be the ongoing management of a fee-based information service requiring strong library skills and in-depth knowledge of online searching. This position requires proven strong leadership and business judgment. Responsibility for presentations to corporate executives and securing major accounts including calling on top level decision makers. Other responsibilities include developing and implementing marketing strategies. Must be able to interface at all levels of professional staff, handle multiple projects simultaneously, and integrate information and solve complex problems.
2. LA II - 1/2 time $9,405	Assists in gathering information for service and assists in maintaining flow of operation. Responsible for retrieval of materials from various library units. Responsible for setting priorities. Must be able to work well with professional staff including proven communi-cation and organizational skills and ability to work well under pressure. Exercises judgment in applying and establishing guidelines for operation. Position extended to full-time as operation requires.
3. Office Assistant $14,196	Makes telephone calls and schedules and receives appointments for supervisor. Receives, opens, sorts and distributes mail. Maintains records and files. Types routine correspondence.

	Compiles reports, receives and records cash payments. Photocopies and mails out orders. Prepares payroll.
4. Part-time OAs (2) $9,333 (no benefits included)	Retrieves books and materials, photocopies and processes orders. Other duties as assigned.
Total staffing	**$66,684**

C. Option III: Ideal situation (includes benefits @25%):

	Professional library skills with knowledge of managing a fee-based information service
1. Professional Reference Librarian $40,000	Responsible for managing a fee-based information service for a large academic library including executing marketing plans to fuel growth of service. Must have knowledge of an automated academic library system and possess broad knowledge of reference skills and online database searching experience. Responsibilities include communication with high levels of management in diverse disciplines. Excellent verbal and written communication skills are essential. Preferred qualifications include previous experience managing a fee-based information service.
2. Sr. Office Asst. $16,078	Provides administrative and organizational support, supervises part-time staff. Responds to corporate inquiries, prepares correspondence, maintains files and keeps records of all written communication. Responsible for general secretarial duties, office procedures, record-keeping and telephone etiquette; orientation to and ability to work with computer programs. Handles high levels of telephone traffic and

	attendant stress of a large academic library information service.
3. LA II - 1/2 time $9,405	Assists in gathering information for service and assists in maintaining flow of operation. Responsible for retrieval of materials from various library units. Responsible for setting priorities. Must be able to work well with professional staff including proven communication and organizational skills and ability to work well under pressure. Exercises judgment in applying and establishing guidelines for operation.
4. Part-time OAs (3) $14,000 (no benefits included)	Retrieves books and materials, photocopies and processes orders. Other duties as assigned.
Total staffing	**$79,483**

Miscellaneous operating expenses	**(annually)**
A. Office supplies	($1,000)
B. Advertising	($5,000)
C. Travel & Fees (Options II & III)	($1,000)
D. Telephone usage	($ 500)
C. Total	**$7,500**

Total start-up costs of proposed options:

A. Option I: Bare minimum: equipment, staffing, and miscellaneous expenses: **$58,545.**

B. Option II: Middle range - equipment, staffing, and miscellaneous expenses: **$94,446.**

C. Option II: Ideal situation: equipment, staffing, and miscellaneous expenses: **$112,330.**

The above options do not include such hidden costs as reshelving, facility modification and construction costs, increased facilities and utilities usage, increased OCLC fees, interlibrary loan or administrative support.

There are many possibilities and variations for the organizational structure of this service. However, the Task Force believes that the most essential ingredient in running a successful fee-based information service is a trained and motivated staff who know how to deliver information quickly.

Recommendation 5: In order to provide maximum service tailored to the corporate community's needs, the Corporate Services Program should be funded at least at the Option II level funding. The PCL public refreshment area should be used for the location of this service.

VI. COPYRIGHT ISSUES

Dealing with the copyright issue is basic to further plans for implementing any corporate services. Legal questions concerning academic libraries supplying copies for a fee to non-university clientele have not yet been answered. The General Libraries may want to consult with and/or inform University attorneys about their corporate services plans.

The University of Texas System has a policy on copyright (Appendix E) issued in 1984 from the Office of Vice President for Academic Affairs and Research that addresses some of the problems educators encounter in photocopying material. These include the proportion of the whole work that is being copied, multiple copies for classroom use, and emergency copying.

Copies made for corporate clients at greater than cost of reproduction would need to satisfy this UT System Policy, as well as Section 107 (pertaining to fair use) and Section 108 (pertaining to copying done by libraries) of the Copyright Law.

John Kupersmith is the "resident expert" on copyright problems for the General Libraries and his observations are included in the summary statement below.

Providing copies for greater than cost of reproduction should not be in conflict with the UT System policy. The General Libraries will, however, need to satisfy Sections 107 and 108 of the Copyright Law if copies are sold at greater than cost. Cost of reproduction includes minimally: cost of the photocopy itself, cost of staff time to make the photocopy, and overhead costs including cost of copiers and copier supplies.

The General Libraries can provide copies to clients in two ways:

1. with permission from the copyright holder or a copyright cleared source, or

2. without permission

If permission is received from the copyright holder or royalties are paid to the copyright holder (through the Copyright Clearance Center, for example), then there are no problems with systematic copying of journal articles, book chapters, etc.

If permission is not received and royalties not paid, then we must satisfy the UT System requirements regarding the amount of material copied and the charge being no greater than documented cost to produce.

Satisfying Copyright Law seems to be most efficiently done through the Copyright Clearance Center. Upon our reporting copies made to their Transactional Reporting Service, CCC will arrange payments to publishers. Copies are reported by sending a photocopy of the first page of each article copied, or the page on which the masthead statement is shown. Libraries are then billed, monthly or quarterly, for copies made.

The cost for handling copyright through CCC varies by publisher and title. Detailed information about cost is available in the CCC publication, Publishers' Photo-Copy Fee Catalog (PPC), published three times annually. It is also sometimes available in the documents themselves on the masthead or on the first page of the article. Mary Nichols, Manager of Chemical Abstracts Document Delivery Service, reports that the average payment to CCC for a copy this past year was $3.56. This cost is built into the fee charged for documents provided.

Documents whose permissions are not handled through CCC would need to have individual permissions granted. Alternatives to gaining individual permission are to loan the requested item, or to purchase it ourselves from our own cadre of document suppliers who have satisfied copyright requirements. We may not want to loan bound volumes of journals, for example.

The cost of providing copies that satisfy copyright is critical in determining charges for photocopied articles. Two methods could be used to pass on the charges to clients:

1. Average the cost of all charges paid and use that figure in determining the flat rate charged for articles supplied.

2. Pass on the charge to each client for the documents supplied, thus having no fixed rate fees, but rather fees that vary based on the particular document.

Recommendation 6: Several interrelated points pertaining to copyright are recommended, namely,

- that the Corporate Services Program become a member of the Copyright Clearance Center

- that payment of royalties be made through the CCC
- that permissions be received or royalties be paid to owners of copyright
- that permission be received for items not registered with the Copyright Clearance Center
- that charges for copyright clearance be averaged, and the average be used in establishing a flat rate for articles supplied
- that clients of the Corporate Services Program be informed of copyright restrictions on materials.

VII. BILLING AND REVENUES

Billing

Recommendation 7: The Corporate Services Program office should handle its own billing procedures.

Corporate services programs in other libraries have devised various billing methods, including deposit accounts, subscription service, on-demand accounts, and payment in advance or on pick-up. A billing system should be sophisticated enough to handle the demands placed on it, but need not be more complicated than the level of business warrants. For example, a straightforward invoicing system may be adequate to handle Corporate Services Program's needs early on, but if the Corporate Services Program acquires regular heavy users, implementing a deposit account system may be desirable.

Provision must be made at start-up for billing Corporate Services Program clients for services, maintaining records of accounts receivable with complete status information, accepting payment, rebilling upon failure to pay charges first billed, enforcing penalties for refusal to pay, and producing regular financial reports and statistics.

The Corporate Services Program office should handle its own billing procedures. Although this will require the Corporate Services Program to duplicate some activities currently done by Photoduplication in billing for ILS services, the cost of this duplication is more than offset by the advantages that in-house billing by the Corporate Services Program will provide: precise accountability for financial records, a complete picture of the actual costs of the service, and speed of response to clients' billing and payment needs.

There are various options for billing systems. The Corporate Services Program Implementation Group should investigate available systems in depth, in terms of how well they handle not only complete financial reporting features, including profit and loss records, but also whether they can maintain other Corporate Services Program statistical records (e.g., operating expenses, number of requests accepted/filled/cancelled, etc.).

One possible option is for the Corporate Services Program to use the same microcomputer-based accounts receivable system now used by Photoduplication for ILS billing. This system uses ACCPAC/BPI Accounting software on an IBM PC with hard disk and printer; it is a complete small-business system with many features available in addition to the invoicing capability which Photoduplication uses. These features include creating a customer list, entering charges to be invoiced, producing invoices, recording receipts, generating status reports and aging reports on unpaid invoices, and producing statements for rebilling.

Another possibility for billing Corporate Services Program clients is to use the *DEFINE system available through the University Data Processing Division. If this system offers the necessary capabilities, it has the additional advantage of being reconciled monthly to *ACINFO, the University accounting system.

The Corporate Services Program office should be able to invoice per request, or on a regular schedule (such as monthly), or on demand for walk-in clients. Payment by cash, check, or IDTV may be accepted. If there is significant client demand for payment by credit card, accepting credit card payment should be investigated. Corporate Services Program clients who fail to settle their accounts after a specified time period should be made subject to appropriate collection procedures. It may also be worthwhile to investigate use of a collection aid service such as Chilton Credit Reporting. The Corporate Services Program should establish a policy as to the point at which failure to pay outstanding invoices results in refusal to accept further requests for service.

It will be important for the Corporate Services Program head (and the Implementation Group) to monitor the performance of the billing system selected, as the financial data it provides will be crucial for a review, after six months or a year, of project cost figures. Comprehensive records will be needed to determine the point at which the Corporate Services Program will become self-supporting, and what adjustments will expedite this process.

Revenues

Recommendation 8: The Corporate Services Program should recover its operating expenses and staff costs.

Recommendation 9: A new revolving account with overdraft coverage should be requested for the Corporate Services Program to allow for payment of certain expenses as needed at the outset of the program or before the program has recovered those costs in full.

Justifying a new revolving account requires demonstrating that fees charged will cover expenses. Justification must be made through the Office of the Vice President and Dean of Graduate Studies, and then through the Office of the Business Manager.

However, assuming that it may be some time before the Corporate Services Program actually begins to recover its costs--and given that start-up costs will be high due to the expense of acquiring needed equipment and facilities--it may be wise for the General Libraries to look for other funding for some part of the start-up expenses.

Options for other funding include requesting institutional funding, or soliciting contributions from the private sector. Public sector grants do not appear to be a promising resource. A justification for institutional funding might be that the existence of an excellent Corporate Services Program in the General Libraries would be a very positive step in information services to support both economic development generally, and also the priority information needs of members of the University community (who may, of course, use Corporate Services Program services on a fee basis).

Other corporate services programs have used funding from subscription accounts or memberships from potential corporate clients. The clients pay an initial or annual fee in return for some reduction in regular service fees. Oil companies such as Shell or Texaco, and other potential heavy Corporate Services Program users, might be approached on this basis. Another possible source of contributions (in money or even in equipment) might be the Xerox Corporation, which holds the campus copying contract (and will be interested in renewing it), and which certainly has a business interest in increased revenues for copying in the General Libraries.

VIII. MARKETING

Marketing is a response to a need and involves long term commitment - it is not a one shot deal.

The marketing of intangibles such as education, library resources, travel and insurance, differs from the marketing of tangibles such as food and cars. Because intangibles can seldom be tried out, inspected, or tested in advance, prospective customers are forced to depend on surrogates to assess what they are likely to get. Another unique quality of intangibles is that the customer is rarely aware of being served well, until something goes wrong.

Common sense and research confirm that consumers use appearances to make judgments. Thus the less tangible the product, the more this judgment is shaped by the packaging - how it is presented in the brochure, letter, design appearance; who is presenting it; where it is presented. These are collectively known as surrogates. In any marketing program of intangibles these surrogates play an important role and are often the element which shapes a customer's decision to buy the product the first time, then to continue buying the product.

Marketing is an attitude, an approach, and a set of tools and techniques. In any of the following three scenarios it is a good idea to keep in mind that marketing involves a willingness to react to the market and a commitment to being responsive. This attitude should be reflected in the surrogates chosen to represent the product.

Other than the word-of-mouth scenario, marketing involves segmenting the potential market into smaller like groups, targeting the audience, and developing a plan. The plan should have a theme, it should deal with relevant external constraints, information on a specific problem each segment is trying to solve, and a specific statement of what is intended. The selected theme should be believable, reflect the chosen image of the service, be capable of being used in a variety of promotional activities, and be one library personnel are comfortable with. Thought should also be given to choosing a name for this program that explicitly calls forth a positive image of this service.

Word-of-mouth: In this scenario Corporate Services would rely totally on library employees and satisfied customers to get the word out. This is currently how we market reference, computer literature searches and other library services -- that is, librarians and users spread the word through presentations, in-house newsletters, brochures, or consultations. In order to insure "good" word-of-mouth, each product (article copied, search performed)

should be given to the customer in some sort of well-designed (attractive) package.

Advantages: The library is comfortable and experienced with this type of marketing. It is relatively inexpensive and does not directly compete with local providers.

Disadvantages: We are unable to contact prospective clients directly and must wait for them to become aware of our service. It is hard to have a marketing theme because the library is only reacting to customer requests.

Intermediate-Level Program: In this scenario, Corporate Services employees would repeatedly place ads in the local newspapers, send literature and brochures to prospective clients and other libraries and information centers. A marketing theme would be present, such as "Information - The Competitive Advantage."

Advantages: Again we are comfortable and have some experience with this type of marketing. Prospective clients have a chance to discover the service. The office would have a marketing theme that would appear on all publications and ads. We are not aggressively competing with local providers.

Disadvantages: Direct mailings can be expensive and can miss specific audiences.

Full Marketing Program: This would involve an aggressive program of actual visits and presentations to prospective clients, bulk mailing of flyers, giving talks to local business groups such as the Chamber of Commerce, being interviewed on radio and TV, and use of other "selling" techniques.

Advantages: Disseminates information about the service to the widest possible audience. Constantly reinforces the "goodness" of this service and how it can be used to meet information needs, gain competitive advantages, etc. Office can quickly react to market conditions with tailored ads or sales calls. Can make effective use of an integrated marketing theme.

Disadvantages: It is expensive, would compete head-to-head with other providers. The library is unfamiliar with aggressive competition. Marketing of this type involves flexibility, the ability to react quickly to changes in our "market" with effective ads and presentations.

Recommendation 10: The Corporate Services Program should begin by following the intermediate marketing scenario.

IX. ADMINISTRATIVE DECISIONS

Administrative Decisions and Task Force Recommendations

The bridge between investigating the feasibility of a project, and implementing it, is the administrative decision making that determines the environment and parameters within which a project will operate. Previous sections of this report have presented our findings on feasibility and recommended an approach which the Task Force feels will result in a successful program. This section indicates the areas in which library administrative decisions must be made before implementation of a Corporate Services Program can begin.

Decision	**Recommendation**
Determine whether the General Libraries will offer a Corporate Services Program. (CSP)	The General Libraries should offer a Corporate Services Program to corporations and other paying clients.
Funding	
Determine what level of monetary commitment the General Libraries is willing to provide such a program.	
Determine degree of cost recovery a CSP should aim for.	The CSP should aim to recover its operating expenses and staff costs.
Determine level of funding for staff, equipment, and facilities.	The CSP should be staffed and equipped at Option II level.
Determine sources of funding for start-up and continuing costs.	A new revolving account with overdraft coverage should be requested. Institutional and special equipment support

for remodelling and equipment should be requested.

The private sector should be tapped as a source for initial revenue.

Organization

Determine where CSP fits into the General Libraries operation.

Determine how staff will be organized.

The CSP should operate as an autonomous department with the head reporting to the Director.

The Implementation Group should, after start-up, become an Advisory Group to monitor the program and consult with the program head.

The program head should have no additional responsibilities in addition to managing CSP.

CSP staff and operation should have no internal conflicts of interest with time, space, equipment, or clientele.

Determine where the program office will be located.

PCL refreshment area should be used as CSP area, allowing direct access from outside.

Services and Charges

Determine appropriate services and and charges for CSP.	The CSP should offer search services, document delivery, and checkout services.
	Charges should be based on cost of information product, handling and delivery.
Determine how billing will be handled.	The CSP should handle all its own billing using an automated accounting system.
Determine how copyright compliance will be handled.	The CSP should become a member of the Copyright Clearance Center.
	Costs of copyright compliance should be included in establishing flat rate charges for copied items.

Marketing

Determine degree of marketing emphasis.	Follow intermediate-level marketing strategy.
Determine name for CSP.	

X. IMPLEMENTATION

The report of this Task Force has addressed the feasibility of instituting a Corporate Services Program in the General Libraries.

Recommendation 11: If an administrative decision is made to proceed with implementation of a Corporate Services Program, the Task Force recommends that an Implementation Group be constituted to plan specifically for, and implement, that program.

This section of our report provides an overview of considerations in establishing an Implementation Group, and lists tasks that such a group must address.

Putting together an Implementation Group

Stump (p. 47) lists the qualities needed to start and run a successful Corporate Services Program as energy, enthusiasm, commitment, creativity, coordination, patience, and vision. The members of an Implementation Group should share at least some of those qualities.

A small, highly motivated group, some of whose regular responsibilities are reallocated so as to free up a realistic amount of time for work on the implementation process, should be able to start up a Corporate Services Program in a relatively short time assuming there are no major equipment or facilities delays, particularly if this takes place during the less hectic summer months. One good approach to creating an enthusiastic, committed Implementation Group might be to ask for volunteers: staff could be requested to submit "applications," including suggestions as to how some of their regular duties might be reassigned during the implementation process.

The individual who will head the Corporate Services Program should be a key member of the Implementation Group. His/her precise role in the Implementation Group will depend upon the level of the position. If a professional librarian is hired as program head, for example, it will presumably be someone whose relevant experience qualifies him/her to chair the Implementation Group.

The program head should be able to work full-time on implementation from the beginning. If someone currently on-staff is to be reassigned to the program, then his/her previous responsibilities should be shifted/assigned elsewhere early on, in order to free up time for implementation planning. Hiring a Corporate Services Program head from outside should be done before the Implementation Group begins work--and involving other Implementation Group members in candidate interviews and evaluation would be invaluable.

Other members of the Implementation Group should represent areas of expertise which relate directly to Corporate Services Program operations, and/or library units whose present operations and services may be drawn upon by Corporate Services Program activities. For example, staff with expertise in accounting and financial planning, purchasing and procurement, marketing, communications, online searching, document access and delivery, public service (including reference and circulation), systems analysis or project planning would make valuable contributions to implementation efforts.

Recommendation 12: The Implementation Group should be composed of four General Libraries staff members to serve as implementors and later evaluators of the program; and an additional two non-library persons–from other University offices or departments, or even from the corporate sector–who will serve as advisors, and whose "outsider" points of view will lend valuable perspective to the implementation of the Corporate Services Program. After start-up, the Implementation Group should evolve into and continue as an Advisory Group, to monitor and advise the program.

The concept of an advisory group is an established pattern in business and in campus departments and colleges. Since the Corporate Services Program will be a business entity, it seems advisable to structure it as such.

The Implementation Group will need clerical support--where this is to come from should be defined--and it is highly desirable to provide a budget for the implementation process, to cover such costs as publicity, consultation with administrators of successful programs, and so on. Very early on, the program head should develop contacts with other corporate services programs, and with interested groups such as the ACRL discussion group FISCAL. Both formal and informal contacts can be very valuable, especially during start-up.

Tasks for the Implementation Group

Following is an outline of the major tasks to be completed in order to implement a Corporate Services Program. This may serve as an initial working document and will, of course, be revised as the Implementation Group proceeds. The Implementation Group must

A. Complete the planning process:
   1. Write, for final administrative approval, a statement of mission and goals
   2. Define clientele to be served, and policies relating to services, fees, exceptions, and billing
   3. Develop a strategic plan for implementation, operation, evaluation, and possible enhancement if results warrant
   4. Provide a timeframe for implementation
   5. Develop a marketing strategy
   6. Define policies for interaction with other corporate services programs or information/document vendors
   7. Monitor University negotiations with IRS regarding unrelated business income.

B. Develop a plan of operation:
   1. Specify the operations to be performed and the allocation of resources necessary to perform them successfully--responsibilities of each staff position, scheduling and hours of service, etc.
   2. Develop a specific budget and expense plan, including cost of equipment and supplies to be acquired
   3. Write specific job descriptions for personnel to be hired (open recruitment for classified staff)
   4. Plan the configuration of office space
   5. Develop procedures to be followed in daily operations
      a. for receipt of requests, processing, delivery of products, billing, follow-up in case of problems;
      b. for compiling, maintaining and reporting data which will be used to evaluate the program;
      c. for measuring performance and ensuring quality control in terms of accuracy, turnaround time, etc.
   6. Design any forms needed (for requests, billing, etc.)

7. Identify other library operations and procedures which will be affected by Corporate Services Program operations, establish communication lines, and develop guidelines to minimize negative impacts and facilitate smooth, fast work flow
8. Define ways in which the program will be evaluated, and criteria to be used in deciding whether to make changes in the service.

C. Oversee start-up of the program:
1. Hire and train staff
2. Acquire equipment and supplies
3. Coordinate preparation of office space and facilities
4. Publicize the program
5. Negotiate contracts as needed.

D. Evaluate operations, performance, client response and revenues, and report to administration with recommendations for changes/enhancements.

XI. CONCLUSION

Why do it?

This report provides a strong argument for establishing a Corporate Services Program in the General Libraries. There is a clear need for information services which our resources qualify us to meet. A Corporate Services Program will enhance the University's contributions to economic development efforts, attract business and research to the area, and improve University-private sector relationships.

Fee-based information services may appear to be at odds with the library's traditional mission to provide free access to information. In an ideal world without economic or resource constraints, the General Libraries would provide the services this report recommends — and others — free to all citizens and corporations. But neither this library system, nor our peer institutions which offer fee-based services, exist in an ideal world.

We simply cannot afford to provide specialized information services and packages on-demand, in the present economic climate, without at least recovering costs. Our choice is not between providing these services free or charging for them: it is between providing them at cost, or not being able to provide them at all. Given these options, the Task Force believes that the General Libraries should make these services available for corporations and individuals who are willing to pay for them. Our collections remain open for general use, and our traditionally "free" services remain free of charge to members of the University community.

What to do?

We see no particular advantage for potential clients, the General Libraries, or the University in our providing just another copying service. We recommend offering a range of services that are in demand and that can be easily expanded in response to future demands.

With a Corporate Services Program, we should begin as we mean to continue: with services that are funded, staffed, equipped, and marketed at a level that will be perceived by clients as a significant information alternative.

When to do it?

The Task Force suggests that, if a decision is made to proceed with a Corporate Services Program, the Program be implemented as soon as possible. The findings we present in this report are current, but will become dated as time elapses between completion of the report and further action. If there is a significant delay in proceeding, some of this Task Force's work may need to be repeated.

APPENDIX A:
AN ANNOTATED FEE-BASED SERVICES BIBLIOGRAPHY

Beaubien, Anne K. "Michigan Transfer Source: Fee-Based Information Service." **Library Hi Tech** 1 (Fall 1983) : 69-71.

MITS, created to handle requests from outside users and alleviate demands on reference staff, offers full range of services from two-day document delivery to extended reference and online searching.

Buhman, Lesley. "Fee-For-Information: Legal, Social, and Economic Implications." **Journal of Library Administration** 4 (Summer 1983) : 1-10.

Arguments for and against fees for special services.

Burwell, Helen P. **Directory of Fee-Based Information Services.** Houston, TX: Burwell Enterprises, 1987.

Includes private information brokers as well as academic and public library service centers.

Cady, Susan A., and Richards, Berry G. "The One-Thousand-Dollar Alternative." **American Libraries** 13 (March 1982) : 175-176.

Brief description of fee-based services to businesses at Lehigh University.

Caren, Loretta, and Somerville, Arleen. "Issues Facing Academic Libraries Considering Fee-Based Programs." **Reference Librarian** No. 2 (1988) : 37-49.

Case study detailing development of fee-based services at Rochester Institute of Technology. Describes services (e.g., borrowing privileges), legal considerations (e.g., copyright), and use of interlibrary loan.

Citron, Helen R., and Dodd, James B. "Cost Allocation and Cost Recovery Considerations in a Special Academic Library: Georgia Institute of Technology." **Science & Technology Libraries** 5 (Winter 1984) : 1-14.

Case study of Georgia Tech. Study of campus and off-campus users, factors leading to the creation of a fee-based service, charges levied for services to campus and non-campus patrons.

Corporate Use of Research Libraries. SPEC Kit 88. Washington, DC: Systems and Procedures Exchange Center, Association of Research Libraries, October 1982.

Survey of libraries provides details of fee-based programs (e.g., staff, clients, range of services). Appendices include library-produced program descriptions, lists of services, statistics, some financial data.

Drake, Miriam A. "Policy: Help or Hurdle?" In **Fee-Based Services: Issues & Answers.** Second Conference on Fee-Based Research in College and University Libraries. Compiled by Anne K. Beaubien. Ann Arbor, MI: May 10-12,1987, pp. 53-59.

Consideration of policy issues confronting the new fee-based information service, from copyright and legal consideration to staffing attitudes and mix.

Drake, Miriam A. **User Fees: A Practical Perspective.** Littleton, CO: Libraries Unlimited, 1981.

Compilation of articles on all kinds of user fees, including an overview and history of INFORM at Minneapolis Public.

Evans, John E. "A Feasibility Study for the Development of Fee-Based Services in Academic Libraries: Report to the Vice President for Business and Finance, Memphis State University." Memphis, TN: Memphis State University, May 1984. ED 260 714.

Issues, options, and activities related to development of fee-based

service. Includes literature review and bibliography, library survey, and assessment of feasibility for Memphis State.

Fee-Based Research in College & University Libraries. Proceedings of Conference held at Center for Business Research, C.W. Post Center of Long Island University, June 17-18, 1982.

Fees, legal considerations, bibliography, and case studies from C.W. Post Center, Baker Library at Harvard Business School, Cornell, Rice, Lehigh.

"Fee-Based Information Services in Academic and Public Libraries." Edited by Charles J. Popovich. **Drexel Library Quarterly** 19 (Fall 1983).

Entire issue of seven articles devoted to fee-based services in academic and public libraries. Of special interest are case studies of the Center for Business Research at LIU, INFORM at Minneapolis Public, the Information Exchange Center at Georgia Tech (now RIS). One survey of academic libraries aims to quantify services offered to outside users, and details nine libraries actively involved in fee-based information programs.

"Fee-Based Services in Sci-Tech Libraries." **Science and Technology Libraries** 5 (Winter 1984).

Journal issue focuses on a wide range of fee-based services from document delivery to literature searching. Of special interest are case studies of Georgia Institute of Technology and MIT.

Fee-Based Services: Issues & Answers. Compiled by Anne K. Beaubien. Second Conference on Fee-Based Research in College and University Libraries. Ann Arbor, MI: May 10-12,1987.

Articles cover targeting the market, selling the service, pricing, quality control, document delivery under U.S. copyright law. Bibliography.

"Fees for Library Service: Current Practice & Future Policy." **Collection Building** 8 (No. 1).

Entire issue devoted to library fees. Begins with a position paper detailing the role of fees in supporting libraries, survey data on extent of fees, and arguments for and against fees. Responses by a wide range of professionals follow. Not limited to full-service fee-based information centers.

Goldberg, Beverly. "University's Library Fee-Service Upheld." **American Libraries** 20 (March 1989) : 188.

Heller, James S. "Copyright and Fee-Based Copying Services." **College & Research Libraries** 4 (January 1986) : 28-37.

Explication of copyright law as regards copying by libraries, multiple copying, fair use.

Hombeck, Julia W. "An Academic Library's Experience with Fee-Based Services." **Drexel Library Quarterly** 19 (Fall 1983) : 23-36.

Case study of Georgia Tech's Information Exchange Center (now Research Information Services, RIS).

Maranjian, Lorig, and Boss, Richard W. **Fee-Based Information Services: A Study of a Growing Industry.** New York: Bowker, 1980.

Of particular interest is a chapter titled "Fee-Based Information Services and the Library," which gives an overview with reference to several specific libraries offering a range of services to business and industry.

Marvin, Stephen. "ExeLS: Executive Library Services." **Reference Librarian,** No. 2 (1988) : 145-160.

Part of an entire issue devoted to information brokering. Describes development of ExeLS and range of services offered to non-university patrons at Drexel University library. Emphasis on high cost of services and willingness to share and exchange financial information.

1988 FISCAL Directory: Fee-Based Information Service Centers in Academic Libraries Prepared for the ACRL Fiscal Discussion Group by Northwestern University, NQUERY. Evanston, Illinois. 1988.

List of FISCAL members with description of services offered.

Stump, Barbara. "Operating and Marketing Fee-Based Services in Academic Libraries: A Small Business Approach." Continuing Education Course 108. Association of College & Research Libraries, n.d.

Course outline detailing basic steps (preliminary decision-making, operating fee-based service, accounting, legal concerns, marketing) in establishing a fee-based service. Bibliography.

Thompson, James C. "Regional Information & Communication Exchange: A Case Study." In **Fee Based Research in College & University Libraries.** Proceedings of Conference held at Center for Business Research, C.W. Post Center of Long Island University, June 17-18, 1982, pp. 55-76.

Case study of Rice University's Regional Information & Communication Exchange (RICE), and suggestions for those establishing fee-based services in academic libraries.

Ungarelli, Donald L., and Grant, Mary McNierney. "A Fee-Based Model: Administrative Considerations in an Academic Library." **Drexel Library Quarterly** 19 (Fall 1983) : 4-12.

Case study of the Center for Business Research, C.W. Post Center, Long Island University.

Warner, Alice Sizer. "Fee-Based Services in Libraries." Lexington, MA: Information Guide, ca. 1987.

Brief, unpublished, annotated bibliography.

Wood, Frances K. "Selling the Service." In **Fee-Based Services: Issues & Answers.** Second Conference on Fee-Based Research in College and University Libraries. Compiled by Anne K. Beaubien. Ann Arbor, MI: May 10-12,1987, pp. 19-24.

Case study of the Information Services Division, Karl F. Wendt Library, University of Wisconsin, Madison.

APPENDIX B:
SELECTED UNIVERSITY LIBRARIES WITH FEE-BASED SERVICES

This list is not exhaustive. There are other smaller units offering fee-based services to external users.

Arizona State University
Fee-Based Information and Research Service Team
FIRST

University of Chicago
John Crerar Library

University of Colorado (Boulder)
Colorado Technical Reference Center

Cornell University
New York School of Industrial and Labor Relations
ILR: Access

Drexel University
Executive Library Services
ExeLS

Lehigh University
Information Service

George Washington University
INQUIRE

Georgia Institute of Technology
Research Information Services
RIS

Long Island University, C.W. Post Center
Center for Business Research

University of Michigan
Michigan Information Transfer Source
MITS

University of Minnesota
Engineering, Science and Technology Information Service
ESTIS

University of New Mexico
Document Delivery Service

Northwestern University, Science and Engineering Library
NQUERY
(As of December 1988 plans were underway to discontinue)

Ohio State University, Health Sciences Library
Medical and Health Information

Rice University
Regional Information and Communication Exchange
RICE

University of Rochester

Southern Methodist University
Industrial Information Services

University of Wisconsin, Madison
Information Services Division

APPENDIX C:
RANGE OF SERVICES OFFERED

Library borrowing and/or use privileges

Online database searching

SDI (Selective Dissemination of Information or Current Awareness Searching)

Reference Service--quick or in-depth

Manual searching or research

Preparation of research reports

Document delivery

- Interlibrary services
- Photocopying
- Photocopying and document retrieval
- Door-to-door delivery of documents
- Fax

Patent searching

Bibliography preparation

Translations

Indexing

AV materials preparation

Library tours

Library instruction

Consulting

- Evaluation of collections
- Setting up new libraries

APPENDIX D:
CURRENT CHARGES FOR GENERAL LIBRARIES SERVICES

SEARCH SERVICE

- Full-service online searching:
  A variable pass-through charge (approximately $13 as a rough average) plus the cost of the search

- Bibliographic verification: No charge

- SDI: No charge

DOCUMENT DELIVERY

- Photoduplication charges are as listed below, with a $7.00 per hour handling and preparation fee:

Blueprints	cost + $5 handling fee
Fax	no charge at library; average charges at commercial firm: to send: $4.54 1st page + $1.56 each additional; to receive: $3.13 1st page + $1.13 each additional.
Glossy prints, slides, negatives	cost + $3.50 handling fee
Inter-library loan services	$0 - $15.00 depending on lending institution policy
Microfilming:	
35mm	$15 per reel for 150 exposures + $3.50 handling fee for 151 - 750 exposures, .10 - .15 per exposure depending on the material
16mm	$15 per reel for 300 exposures + $3.50 handling fee for 301 - 1000 exposures, .035 per exposure
Microform copying:	
Fiche to fiche	$.50

Microfilming	$7.00 + $3.50 + .15 each
Microfiche/film prints	$.30 per page + $7.00/hour film preparation fee

Photocopying	$.20 per page
Reduction or Enlargement	$.20 per page
Transparencies	$.60

- Document delivery: $7 vendor charge + handling fee

CHECKOUT PRIVILEGES

- Corporate privileges @ $250.00 including five generic ID cards and checkout privileges (14 day loan)
- Individual privileges @ $15.00 including one individual Courtesy Borrower card and checkout privileges (14 day loan)

UNIVERSITY OF TEXAS SYSTEM COPYRIGHT POLICY STATEMENT

THE GENERAL LIBRARIES
AUG 15 1984
OFFICE OF THE DIRECTOR

THE UNIVERSITY OF TEXAS AT AUSTIN

Vice President for Academic Affairs and Research
Main Building 201 · Austin, Texas 78712-1111

August 15, 1984

M E M O R A N D U M

TO: Deans, Departmental Chairpersons, Administrative Officials, and Project Directors

FROM: G. J. Fonken

SUBJECT: The University of Texas System's Photocopying Policy and Settlement of an Unauthorized Copying Issue with the National Music Publishers Association (NMPA)

The NMPA has brought to our attention the fact that unauthorized copies of musical works had been made by the Department of Music. Pursuant to our discussions with representatives of the NMPA, The University took immediate steps to correct these practices.

The University is committed to obeying the copyright laws, including its requirements with respect to photocopying. In this regard, on June 26, 1984, Executive Vice Chancellors Duncan and Mullins distributed on behalf of the U.T. System, a "POLICY STATEMENT REGARDING PHOTOCOPYING COPYRIGHTED MATERIALS." This policy, a copy of which is attached, will be incorporated into the U.T. Austin Handbook of Operating Procedures. In this Policy, particular provisions relating to the restrictions on copying of musical publications are set forth.

In addition, the Department of Music has adopted internal procedures to ensure that the commitment to observance of the copyright laws in general and the requirements with respect to musical works are of the highest priority. Employees who violate these policies and procedures are subject to disciplinary action.

As part of the settlement with the NMPA, we have entered into a formal letter agreement which releases The University from liability from past infringements but imposes stringent requirements on activities with respect to future copying.

As an interim step, attached is a copy of a "Notice and Warning" which you are to place in a prominently visible place at every photocopying and duplicating facility within your administrative units. Arrangements are being made for a permanent printing of this notice on poster board which will be available from the University Supply and Mail Service. When the

printed poster board version of the notice is available, it should replace the interim notices at all photocopying and duplicating facilities.

The University has also agreed with NMPA on a press release, which will be published in "On Campus."

Again, I reiterate that unauthorized photocopying is strictly prohibited and is not condoned or permitted in any manner whatsoever by The University.

GJP:cm

Attachment

cc: James L. Crowson
W. O. Shultz, II

N O T I C E A N D W A R N I N G

THE USE OF THESE DUPLICATING FACILITIES FOR THE PURPOSE OF MAKING UNAUTHORIZED COPIES OF COPYRIGHTED WORKS, INCLUDING MUSICAL WORKS, IS UNLAWFUL AND INFRINGES THE COPYRIGHT OF THE COPYRIGHT OWNER.

ANY USE OF THESE FACILITIES BY STUDENTS, FACULTY OR STAFF FOR THE UNAUTHORIZED DUPLICATION OF COPYRIGHTED WORKS INCLUDING MUSICAL WORKS IS SUBJECT TO APPROPRIATE DISCIPLINARY ACTION BY THE UNIVERSITY OF TEXAS AT AUSTIN AS WELL AS THOSE CIVIL REMEDIES AND CRIMINAL PENALTIES PROVIDED BY COPYRIGHT LAW.

POLICY STATEMENT REGARDING PHOTOCOPYING
COPYRIGHTED MATERIALS

It is the policy of The University of Texas System and its component institutions to adhere to the requirements of the United States Copyright Law of 1976, including ensuring that the bounds of copying permissible under the fair use doctrine are not exceeded. Accordingly, all faculty and staff of The University of Texas System and its component institutions should adhere to the following policy guidelines:

1. Only copyrighted materials are subject to the restrictions in this Policy Statement. Uncopyrighted materials may be copied freely and without restriction. Published copyrighted materials may be recognized by the presence of a copyright notice on or near the beginning of the materials in a form such as one of the following:

"Copyright 1983 by John Doe"

"Copr. 1983 by Jane Doe"

"©1983 by XYZ, Inc."

2. Copyrighted materials may be copied without the copyright owner's permission only to the extent permitted by the Guidelines set forth in Appendix I. In rare cases, copying not within the Guidelines of Appendix I may nevertheless constitute fair use; however, before proceeding on that assumption, the appropriate administrative office of the component institution should request the advice of the Office of General Counsel.

3. In order to copy materials that are beyond the bounds of the Guidelines in Appendix I, permission must be obtained from the copyright owner. The information in Appendix II may be helpful in obtaining such permission.

4. When permissible under State law and procedures, The University of Texas System will arrange for the defense of any faculty or staff member against charges of copyright infringement for any copying: (a) that is within the Guidelines of Appendix I, (b) as to

which the permission of the copyright owner has been obtained, or (c) as to which the Office of General Counsel has issued a written opinion as to the permissibility thereof. Otherwise, the faculty or staff member will be personally responsible for the defense of an action for copyright infringement.

5. Component institutions shall be responsible for posting notices reflecting this policy at photocopying stations having a relatively high likelihood of being used for reproducing copyrighted materials, e.g., departmental copy rooms and libraries.

6. For educational uses of music, the guidelines set forth in the legislative history of §107 of the Copyright Law are generally applicable. With respect to emergency copying permitted under those guidelines, special implementing details are set forth in Section III of the Appendix I Guidelines.

APPENDIX I

Guidelines

I. SINGLE COPYING:

A single copy may be made of any of the following or any part thereof by or for any faculty or staff member at his or her individual request:

A. A chapter from a book:
B. An article from a periodical or newspaper:
C. A short story, short essay or short poem, whether or not from a collective work:
D. A chart, graph, diagram, drawing, cartoon or picture from a book, periodical, or newspaper:

II. MULTIPLE COPIES FOR CLASSROOM USE:

Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the faculty giving the course for classroom use or discussion, provided that:

A. The copying meets the tests of brevity and spontaneity as defined below; and
B. Meets the cumulative effect test as defined below; and
C. Each copy includes a notice of copyright.

Brevity:

i. Poetry: (a) A complete poem if less than 250 words and if printed on not more than two pages or (b) an excerpt of not more than 250 words from a longer poem.

ii. Prose: (a) All or any portion of a complete article, story or essay of 2,500 words or less, (b) an excerpt from any prose work of more than 2,500 words, which excerpt may be up to 500 words or 10% of the work, but not exceeding 1,000 words. Each of the numerical limits stated in "i" and "ii" above may be

expanded to permit the completion of an unfinished line of a poem or of an unfinished prose paragraph.

iii. Illustration: One chart, graph, diagram, drawing, cartoon or picture per book or per periodical issue.

iv. "Special" works: Certain works in poetry, prose or in "poetic prose" which often combine language with illustrations and which are intended sometimes for children and at other times for a more general audience fall short of 2,500 words in their entirety. Paragraph "ii" above notwithstanding, such "special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than 10% of the words found in the text thereof, may be reproduced.

Spontaneity:

i. The copying is at the instance and inspiration of the individual teacher, and

ii. The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

Cumulative Effect:

i. The copying of the material is for only one course in the school in which the copies are made.

ii. Not more than one short poem, article, story, essay or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term.

iii. There shall not be more than nine instances of such multiple copying for one course during one class term.

[The limitations stated in "ii" and "iii" above shall not apply to current news periodicals and newspapers and current news sections of other periodicals.]

III. EMERGENCY COPYING OF MUSIC

In rare instances it is recognized that inadequate numbers of purchased copies of a given copyrighted musical work are available for a performance. In such unusual circumstances it is permissible to make enough copies to satisfactorily give the performance.

However, it is System policy that an immediate order for the purchase of replacement copies is to be placed on a one for one basis and all reproduced copies of the musical work are to be destroyed upon receipt of the ordered copies.

Any other methods of calculating the number of replacement copies to be ordered, such as an inventory taken after the performance, is unacceptable.

It is expected that staff and faculty routinely involved with performances will emphasize planning procedures so as to avoid use of emergency copying on a routine basis.

IV. PROHIBITIONS AS TO I THROUGH III ABOVE:

Notwithstanding any of the above, the following shall be prohibited:

A. Copying shall not be used to create or to replace or substitute for anthologies, compilations or collective works. A prohibited replacement or substitution occurs regardless of whether copies of various works or excerpts therefrom are accumulated or are reproduced and used separately.

B. There shall be no copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests and test booklets and answer sheets and like consumable material.

C. Copying shall not:

a. substitute for the purchase of books, publisher's reprints or periodicals;

b. be directed by higher authority;

c. be repeated with respect to the same item by the same teacher from term to term.

D. No charge shall be made to the student beyond the actual cost of the photocopying.

APPENDIX II

Permissions

A. Obtaining permission by Letter Request

When multiple photocopying of copyrighted material is not within the Guidelines it is required that staff or faculty members request permission. Communication of complete and accurate information to the copyright owner will facilitate the request. Although alternatives may be acceptable, the Association of American Publishers suggests that the following information be included to expedite the process.

1) Title, author and/or editor, and edition of materials to be duplicated; 2) Exact material to be used, giving amount, page numbers, chapters and, if possible, a photocopy of the material; 3) Number of copies to be made; 4) Use to be made of duplicated materials; 5) Form of distribution (classroom, newsletter, etc.); 6) Whether the material is to be sold; and 7) Type of reprint (ditto, photocopy, offset, typeset).

The request should be sent, together with a self addressed return envelope, to the permissions department of the publisher in question. If the address of the publisher does not appear at the front of the material, it may be obtained from The Literary Marketplace (for books) or Ulrich's International Periodicals (for journals), both published by the R. R. Bowker Company. For purposes of proof, and to define the scope of the permission, it is important that the permission be in writing.

The process of considering permission requests requires time for the publisher to check the status and ownership of rights and related matters, and to evaluate the request. It is advisable, therefore, to allow sufficient lead time. In some instances the publisher may assess a fee for permission, which may either be passed on to students who receive copies of the photocopied material or be paid by the requesting component as an ordinary expense.

B. Sample Letter Requesting Permission to Copy

Material Permissions Department
Hypothetical Book Company
500 East Avenue
Chicago, IL 60601

Dear Sir/Madam:

I would like permission to copy the following:

Title: Knowledge of Good, Second Edition
Copyright: Hypothetical Book Co., 1965, 1971.
Author: Frances Jones
Material to be duplicated: Chapter 10 (photocopy enclosed).
Number of copies: 50
Distribution: The material will be distributed to students in my class and they will pay only the cost of the photocopying.
Type of reprint: Photocopy
Use: The chapter will be used as supplementary teaching materials.
I have enclosed a self-addressed envelope for your convenience in replying to this request.

Sincerely,

Faculty Member

C. Obtaining Permission By Telephone

If occasional time exigencies obviate the usefulness of the prior request letter, then the infrequent use of telephone permissions is acceptable. These must be supported by a follow-up permission letter from the copyright proprietor.

FEE-BASED SERVICES POLICY STATEMENTS

110

FIRST Policy Statement

The purpose of this document is to establish uniform policies for FIRST (Fee-based Information and Research Service Team), to define its role as part of the services offered by the ASU Libraries, and to delineate the client base of the service.

1. Introduction

FIRST has been created by the Arizona State University Libraries to provide research and information services to individuals and organizations who are not currently affiliated with the University as a member of one of the following categories: student, faculty (including emeritus), classified staff, academic professional (including emeritus), administrative staff.

Because ASU is a publicly supported institution, individuals not affiliated with the University may, at no charge, use on-site the materials in the Libraries collections, request reference assistance, and, for a one-time nominal fee, apply for borrowing privileges. Through FIRST, other services that the Libraries offer at cost or at no charge to its primary clientele are also available for a fee to individuals and organizations not affiliated with the University.

The services of FIRST may include, but not be limited to online searching, manual research, report writing, translations,

document delivery of material held in the ASU libraries, document delivery of material not held in the ASU libraries, workshops and seminars, and developing resource files of experts.

Members of the ASU academic community may choose to use the service and pay the fees established for them. A fee scale will be established for different categories of off-campus clients--individuals, alumni, corporations, state agencies, and not-for-profit institutions.

2. FIRST and the ASU Libraries' Structure

2.1 Departmental Authority

FIRST operates within the parameters of the ASU Mission Statement, the ASU Libraries' Mission Statement and the ASU Libraries' Strategic Plan, 1986-1989 (see appendix A1, A2, A3).

2.2 Administrative Organization

Administratively, FIRST is a unit of Access Services and the head of the department reports to the Acting Head, Access Services/Interlibrary Loan and Microforms. FIRST is considered to be primarily a public service function.

2.3 Policies and Procedures of other Library Units

FIRST is expected to adhere to the policies and procedures for other library units especially in regard to non-circulating materials, open access agreements, and copyright (see appendix B1, B2, B3).

2.4 Departmental Operation

FIRST will operate as a semi-autonomous unit within the University Libraries. It is expected that revenue generated from fees collected for research, document delivery and other services will be used to pay for staffing, supplies, equipment, and overhead of the department. Separate bookkeeping and record keeping procedures will be established in order to effectively monitor the costs of and the success of FIRST.

3. Relationship of the FIRST to other Public Service Units

3.1 Service Points

Reference and Public Service Points are here defined as the reference, information and/or circulation desks of the Hayden Library including Government Documents, Current Periodicals Service, Microforms, Interlibrary Loan, Special Collections, Arizona Collections and the Noble Library reference, information and/or circulation desks including Solar Energy Collection, Map Collection, Current Periodicals and Microforms, as well as the Music Library, the Architecture and Environmental Design Library, the Bimson Library and University Archives. Courteous and exceptional service have been the hallmark of these departments.

The creation of FIRST is in no way to be considered a substitute for this high-calibre service. However, if a

patron requests service that falls outside of the service levels defined by the ASU Libraries' policies and/or departmental guidelines or if the patron clearly wishes to pay for more in-depth research, then a referral to FIRST should be made. In some cases, the referring unit or librarian may be asked by FIRST to do the research for the client on an on-call basis with reimbursement for services in this capacity being outside of his or her normal salary (see section 4 below).

3.2 Computer-based Research

All requests for computer searches from off-campus users should be referred to FIRST as soon as they are received.

3.3 Document Delivery

All requests for document delivery and/or interlibrary loan from off-campus users should be referred to FIRST as soon as they are received.

4. FIRST Personnel

4.1 Staffing

Staffing for FIRST includes one full time professional and 50% FTE classified staff funded by the ASU Libraries, other classified staff and student employees available from Interlibrary Loan and on-call researchers and translators as needed.

4.2 On-call Researchers and Translators

Some of the requests for information will require specialized expertise. A file of on-call researchers and translators will be maintained and whenever possible, first priority will be given to academic professionals or classified staff already employed by the ASU Libraries and to students at Arizona State University and the University of Arizona who have the appropriate expertise.

4.2 Librarians already employed by ASU Libraries

Academic professionals interested in working as on-call researchers or translators for FIRST will be screened for their areas of expertise and their availability for on-call employment. These researchers or translators will be paid outside of their normal salary and will be expected to perform the work outside of their normally scheduled hours of work. They will also be expected to perform to the satisfaction of the librarian in charge of FIRST.

4.3 Researchers and Translators not employed by ASU

A pool of qualified outside candidates, including students of library and information science and students from the translation programs at the University of Arizona and Arizona State University, will be created to handle research requests that cannot be completed using academic professionals already working for the ASU Libraries.

5. Internal Policies for FIRST

5.1 Liability

FIRST will develop, with the advice of University Legal Counsel, a general statement of liability to disclaim any loss or damage to any party caused by errors or omissions or statements of any kind.

5.2 Confidentiality

All work performed in the department will be done in full confidence. Clients names and their research interests will be kept confidential.

5.3 Turnaround Time

Every effort will be made to handle each request for research or document delivery quickly and professionally.

5.4 Copyright

FIRST will develop a copyright statement and procedures for reporting document delivery transactions to the Copyright Clearance Center in accordance with ASU Libraries' policy and the Copyright Law of the United States (Title 17, U.S. Code).

5.5 Fees

Fees for research, document delivery, and any other services offered by the department will be set to recover all costs including salaries for staff, overhead and equipment.

6. Implementation

These policies are in effect immediately and are subject to review and revision as needed. The procedures required to implement these policies are being developed and will become part of this document.

April 1,1987

Helen B. Josephine

117

UNIVERSITY OF WASHINGTON LIBRARIES
RESOURCE SHARING SERVICE
253 Suzzallo Library FM-25
Seattle, WA. 98195-0001
(206) 543-1878

POLICIES

ADDRESS

Resource Sharing Service, FM-25
University of Washington Libraries
Seattle, Washington 98195-0001

NUC Code	WaU
OCLC Code:	WAU
OnTyme Code:	UWLRSP
Envoy (Canadian):	UWLRSP
WLN Code	WaU
Telefacsimile:	(206) 545-8049
Telephone	(206) 543-1878

RESOURCE SHARING POLICY

BOOKS

Will lend, except for: Reference materials, most rare books (including Pacific NW Collection), most books in Undergraduate Library
Length of loan - 2 weeks use
Renewals - usually

PERIODICALS

Will not lend most journals
May lend if article exceeds 50 pages, subject to our discretion

MASTERS THESES

Lends all masters theses
Length of loan - 2 weeks use
If purchase is desired, microfilm or photocopy may be obtained from Libraries.

DOCTORAL DISSERTATIONS

Lends all dissertations
If purchase is desired, microfilm or photocopy of Pre-1952 dissertations may be obtained from Libraries; after 1952, purchase from University Microfilms.

NEWSPAPERS

Lends selectively if in microform - limit of 4 reels at a time

GOVERNMENT DOCUMENTS

Lends selectively at our discretion, including documents in microform

MICROFORMS

Films - will lend positive films
Print or cards - will lend selectively
Fiche - copy service available for fiche as fiche or as paper copy

MICROFILM SERVICE

Request cost estimate on specific orders

BILLING POLICY

Monthly invoicing and deposit accounts strongly encouraged. There is a $2.50 processing charge for invoicing with material.

HOLIDAY SUSPENSION

None

HEALTH SCIENCES MATERIAL

Requests for material in the Health Sciences Library should be sent directly to that unit. Charge is $5.00 ($10.00 outside North America) for each item filled. No charge for referring requests in the RML system.

Interlibrary Loans
Health Sciences Library SB-55
University of Washington
Seattle, WA 98195-0001

Interlibrary Loan requests may be sent by mail, OnTyme, Envoy, WLN, OCLC, courier, telefacsimile, or by telephone in emergencies.

The University Libraries support local, state, and regional resource sharing protocols wherever they apply.

FEE-BASED SERVICES
BROCHURES AND PRICE LISTS

ARIZONA STATE UNIVERSITY

FIRST

YX5 1011/511531

FIRST

UNIVERSITY LIBRARIES
FEE-BASED INFORMATION AND
RESEARCH SERVICE TEAM
ARIZONA STATE UNIVERSITY
TEMPE, AZ 85287-1006

FEE-BASED INFORMATION AND RESEARCH SERVICE TEAM

Fee-based Information and Research Service Team. Created by the Arizona State University Libraries to provide research and information services to individuals and organizations.

FIRST

FIRST

SERVICES OF FIRST

DOCUMENT DELIVERY
Books, photocopies of journal articles, patents, government documents, standards, and specifications; delivery by mail, Federal Express, UPS or special courier.

ONLINE SEARCHING
Expert access to more than 500 commercial databases covering all research areas; search results available in print or on diskette.

CURRENT AWARENESS
Weekly or monthly information updates on specific topics.

IN-DEPTH RESEARCH
Printed indexes, government agencie trade and professional associations, well as computer databases, are searched for information to provide customized reports.

TRANSLATIONS
Full translations or informative summaries.

VERIFICATION
Complete publication information for books, journal articles, and governm documents.

FIRST

LOCATED IN THE HAYDEN LIBRARY AT ARIZONA STATE UNIVERSITY, FIRST HAS IMMEDIATE ACCESS TO THE LARGEST REFERENCE AND RESEARCH COLLECTION IN THE PHOENIX METROPOLITAN AREA. THE ASU LIBRARIES' RESOURCES INCLUDE:

- Books: more than 2 million
- Journals: more than 34,000 subscriptions
- Government Documents: local, state, federal, technical reports
- Specifications and Standards: ANSI, ASTM, DOD
- Patents: foreign and U.S.

Many specialized research materials: maps, music scores, manuscripts, photographs

Many specialized resources: Solar Energy Collection, Paolo Sol Archives, Frank Lloyd Wright Spec Research Collection, Arizona Histo ical Foundation

HOW TO REACH US

By mail, address your request to:

FIRST

UNIVERSITY LIBRARIES
ARIZONA STATE UNIVERSITY
TEMPE, AZ 85287-1006

By phone: 24-hour access
602-965-INFO

By electronic mail: 24-hour access
Dailmail 16481

By facsimile 602-965-7090:

FIRST

CONFIDENTIALITY ASSURED FOR ALL REQUESTS

24-HOUR AND SAME-DAY SERVICE AVAILABLE AT ADDITIONAL COST

PAYMENT BY CASH, CHECK, DEPOSIT ACCOUNTS, MONTHLY BILLING, MASTERCARD, VISA

DELIVERY TO YOU

By mail, Federal Express, UPS, couri
By electronic mail, personal compute networks, telefacsimile

FIRST

PRICE LIST
(November 1, 1988)

ONLINE COMPUTER DATABASE SEARCHING

- $60 per hour, half-hour minimum, plus online costs
- Same day service, an additional $25
- Current Awareness Service, $25 per profile

CUSTOM RESEARCH SERVICE

- $60 per hour, one hour minimum, plus online costs, long distance charges, photocopying, mailing
- Same day service, an additional $60

DOCUMENT RETRIEVAL

- On-campus sources: $8 per item for up to 20 pages, then 25¢ per page
- Fiche to fiche: $8 per item, plus $1 per fiche
- Fiche or microfilm to paper copies: $8 per item for up to 20 pages, then 25¢ per page
- Off-campus sources: $8 per item plus costs charged by supplier
- Verification of citations: $5 per item plus online costs
- Providing locations or referrals to off-campus sources: $5 per item
- RUSH SERVICE (guaranteed 24-hour turnaround) an additional $5 per item
- SUPER RUSH SERVICE (same day service, submit requests by noon Mountain Standard Time) an additional $10 per item
- Books from ASU campus libraries: $12 per vol. (2 week loan)
- Books from other sources: $20 per vol. (loan period may vary)
- Purchase service: cost of item plus $10

DOCUMENT DELIVERY

- Facsimile transmission: 50¢ per page
- Delivery by Federal Express, UPS, or special courier (costs vary)
- Delivery by U.S. Mail: $3 per package

DEPOSIT ACCOUNTS

- $500 minimum balance required: entitles a 10% discount

TRANSLATION SERVICES

- Price quotes on request

FIRST
UNIVERSITY LIBRARIES
ARIZONA STATE UNIVERSITY
TEMPE, AZ 85287-1006
602-965-INFO
FACSIMILE 602-965-7690

FEE-BASED
INFORMATION AND
RESEARCH SERVICE TEAM

ACCOUNTS

Departments may establish an open account with Interlibrary Loan Hayden Library.

Individual faculty/staff may establish a pre-paid deposit account or be billed monthly.

A $2.00 per month billing fee will be added to each monthly statement sent when there is a balance due.

Failure to pay for Library Express Services may cause future borrowing privileges to be withdrawn; balances will be forwarded to the University Accounts Receivable Department.

RESPONSIBILITY

The requestor must agree to accept full responsibility for the material as soon as it is delivered. Should material be lost after delivery, the requestor is considered the responsible party for the material and is billed for lost books.

FOR MORE INFORMATION

Call **Library Express**, Interlibrary Loan, Hayden Library, 965-2466.

Arizona State University
University Libraries

Charter Members

- Motorola Inc.
- ICI Composites, Inc.
- O'Connor, Cavanaugh, Anderson & Westover

Corporate Friends of the ASU Libraries

Office of Library Development
ASU Community Services Center
200 East Curry Road
Tempe, AZ 85281-1203

602/965-5374

The ASU Libraries

Arizona State University is home to the 22nd-ranked research library system in the United States and Canada. The seven libraries on the main campus in Tempe and Fletcher Library at ASU West have collections totaling 2.3 million volumes and an additional 2.5 million microforms.

The 1989 opening of Hayden Library's $11.5 million underground addition marked the first phase of an expansion program that will triple Hayden's size by the mid-1990s—a necessary step to adequately serve the fifth largest university in the country. To complement state funding, ASU must seek additional support from individuals, corporations and foundations to continue building the University Libraries' book and serials endowments.

The Corporate Friends of the ASU Libraries provides an opportunity for the corporate community to become involved in building for the future of the University Libraries.

Member Benefits

There are four levels of membership in the Corporate Friends of the ASU Libraries, each with their own special benefits:

❒ **The Gold Club - $5,000**

- 15% discount at FIRST (Fee-Based Information and Research Service Team)
- 10 named Membership Discount Cards
- 8 free tickets to corporate luncheon
- Acknowledged as host sponsor for corporate luncheon
- 4 free tickets to annual Author Dinner
- Personal recognition plaque
- Newsletter
- Telephone number for dial-in-catalog
- Name in on-line search catalog

❒ **The Silver Club - $2,500**

- 10% discount at FIRST (Fee-Based Information and Research Service Team)
- 5 named Membership Discount Cards
- 4 free tickets to corporate luncheon
- Acknowledged as host sponsor for corporate luncheon
- 2 free tickets to annual Author Dinner
- Personal recognition plaque
- Newsletter
- Telephone number for dial-in-catalog
- Name in on-line search catalog

❒ **The Turquoise Club - $1,000**

- 10% discount at FIRST (Fee-Based Information and Research Service Team)
- 2 named Membership Discount Cards
- 2 free tickets to corporate luncheon
- Acknowledged as host sponsor for corporate luncheon
- Personal recognition plaque
- Newsletter
- Telephone number for dial-in-catalog
- Name in on-line search catalog

❒ **The Desert Club - $ 500**

- 10% discount at FIRST (Fee-Based Information and Research Service Team)
- 1 named Membership Discount Card
- 1 free ticket to corporate luncheon
- Acknowledged as host sponsor for corporate luncheon
- Newsletter
- Telephone number for dial-in-catalog
- Name in on-line search catalog

Facts About the ASU Libraries

❒ **The Architecture Library** contains materials in the areas of urban planning, environmental design, and architecture. This library also houses the Frank Lloyd Wright Collections and the Paolo Soleri Archives.

❒ **Bimson Reading Room**, located in the Business Administration Building, houses the Arthur C. Young Tax Collection, and current journals and newspapers.

❒ **Fletcher Library**, located at the ASU West Campus (4701 W. Thunderbird Road), provides a full range of services to students and faculty on the west side.

❒ **Hayden Library** contains materials in history, business, art, literature, education, and other subjects in the humanities and social sciences. It also houses several major collections, including the Arizona Collection, Chicano Studies Collection, Arizona Historical Foundation, Government Documents, and Special Collections. Hayden Library is a depository for U.S. federal documents and receives about 95% of all titles offered on the depository system.

❒ **The Law Library** houses a collection of Anglo-American and international law books, periodicals, and reference materials.

❒ **The Music Library**, located in the Music Building, includes printed music, recordings and tapes, and reference materials.

❒ **Daniel E. Nobel Science and Engineering Library** houses materials in engineering, physical and life sciences, mathematics, nursing and health sciences, agriculture and geography. The Map Collection, Solar Energy Collection, and the U.S. Patent Depository are housed here.

❒ ***University Archives*** contains non-circulating materials relating to the university, including a photograph collection.

FIRST Services

FIRST (Fee-based Information and Research Service Team) was created by the ASU Libraries to provide research and information services for a fee to individuals and organizations who are not currently affiliated with the university. FIRST services include:

❒ **Document Delivery**: Books, photocopies of journal articles, patents, government documents, standards, and specifications; delivery by mail, Federal Express, UPS or special courier.

❒ **Online Searching**: Expert access to more than 600 commercial databases covering all research areas; search results available in print or on diskette.

❒ **Current Awareness**: Weekly or monthly information updates on specific topics.

❒ **In-depth Research**: Printed indexes, government agencies, trade and professional associations, as well as computer databases, are searched for information to provide customized reports.

❒ **Translations**: Full translations or informative summaries.

❒ **Verification**: Complete publication information for books, journal articles, and government documents.

Membership Discounts

The named Membership Discount Cards you will receive as a Corporate Friend entitle you to a discount at the following fine Valley book stores, excluding periodicals, newspapers and computer equipment:

LIBRARY EXPRESS

The University Libraries provides a **fee-based** document delivery service for faculty and staff to deliver books, photocopies, and pre-paid or charged Computer Reference Service literature search printouts directly to academic departments and administrative offices on the Main Campus.

The service will begin on a trial basis. Its continuation is dependent on a sufficient volume of use so that it can be operated on a cost recovery basis.

REQUESTING LIBRARY EXPRESS SERVICE

Requests are accepted only from ASU faculty, staff, and academic professionals with current ASU ID who have an authorization form on file with Interlibrary Loan.

Request forms can be sent to the Libraries by Campus mail or can be picked up by the Library Express Service from your department or building's designated delivery/pick-up point.

Request forms also can be brought to the Hayden Library Interlibrary Loan Office (or Circulation desk when ILL is closed); the reference desk of the Daniel E. Noble Science and Engineering Library; the Circulation counters of the Howe Architecture and Environmental Design Library and Music Library.

Requests also can be made via telephone (965-2466), PROFS (LIBXPR) or telefax (965-7690).

Authorization and request forms may be obtained from the Interlibrary Loan Office, Hayden Library (965-2466).

TIME REQUIRED

48 hour turnaround time from receipt of request to delivery to the department is targeted.

Monday through Friday service will be provided once a day to department or building delivery/pick-up points.

If a requested book is charged out or off the shelf, a "hold" or a "search" will be placed on the material, and the requestor will be notified that it is not immediately available.

FEES FOR LIBRARY EXPRESS

If the call numbers are provided with the request, the fees are:

- Books: $1.00 per title
- Photocopies: $1.00 per volume pulled plus $0.50 for every 5 pages copied
- Fiche to Fiche: $1.00 per title pulled for copying plus $1.00 per fiche copy
- Computer Reference Service Literature Search Printouts (Pre-paid or charged only): $1.00 for delivery

If library staff must find the call number, a fee of $0.25 per title is charged, even if the item cannot be delivered. If the material is not held by the University Libraries, the request will be returned.

Amric Book Store Peoria		15%
Antiquarian Books Scottsdale		10%
Bonita Porter (rare books and first editions) Litchfield Park		10%
Computer Library, Inc. Chandler & Tempe	Trade Books Technical Books	15% 10%
Dushoff Books, Ltd. Phoenix		15%
The King's House (religious supplies) Scottsdale	Hardbacks Paperbacks	15% 10%
Scottsdale Bookseller (Western Americana and art) Scottsdale		10%
Shakespeare Beethoven & Company (includes music items) Scottsdale		15%
Sunpath Children's Bookshop Phoenix		10%

Members also receive discount tickets for performances at:

Louise Lincoln Kerr Cultural Center
6110 N. Scottsdale Road, Scottsdale

For More Information

For more information on the Corporate Friends of the ASU Libraries, please contact:

Dr. Joyce M. Foster, Director
Office of Library Development
Arizona State University
ASU Community Services Building
200 East Curry Road
Tempe, AZ 85281-1203

602/965-5374

Corporate Friends of the ASU Libraries

❐

Membership Application

Please enroll our organization as a Corporate Friend of the ASU Libraries in the following membership category:

___ Gold Club	$5,000
___ Silver Club	$2,500
___ Turquoise Club	$1,000
___ Desert Club	$ 500

Company _____

Contact _____

Address _____

City/State/ZIP _____

Telephone _____

Make checks payable to the ASU Foundation.

❐

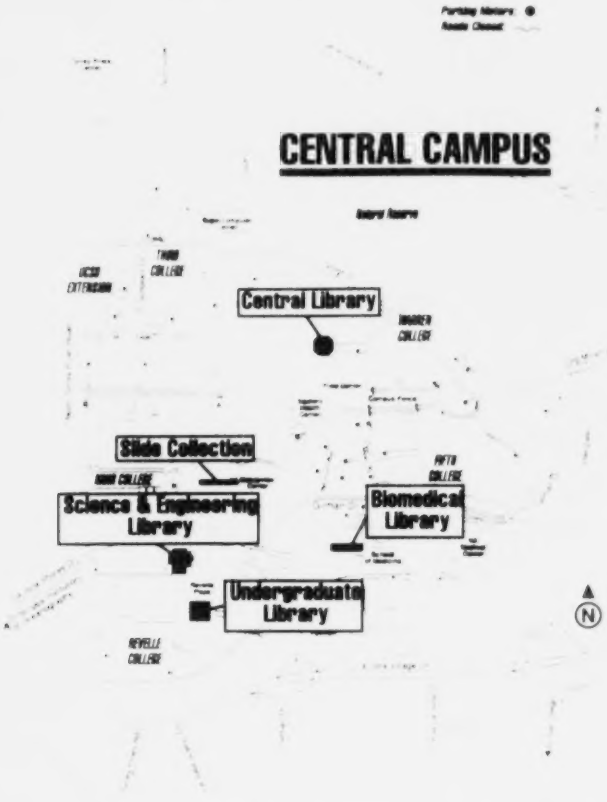
Please detach this application and return with your check to:

Corporate Friends of the ASU Libraries
Office of Library Development
Arizona State University
ASU Community Services Building
200 East Curry Road
Tempe, AZ 85281-1203

UCSD
University of California, San Diego

CORPORATE FRIENDS
of the UCSD Library

Science and Technology Program



SCRIPPS INSTITUTION OF OCEANOGRAPHY

For more information about the Corporate Friends of the UCSD Library Science and Technology Program, please telephone or write:

Karen Feeney
Science and Engineering Library, C-075-E
University of California, San Diego
La Jolla, CA 92093-0175
(619) 534-1214

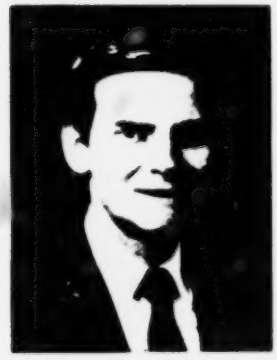
8889-538

BIOMEDICAL LIBRARY
SCIENCE AND ENGINEERING LIBRARY
SCRIPPS INSTITUTION OF OCEANOGRAPHY LIBRARY

University of California, San Diego

Richard C. Atkinson,
Chancellor, UCSD

The Corporate Friends of the UCSD Library Science and Technology Program is the information connection to the university for San Diego's high technology industry. The program provides a means for corporate researchers to benefit from the wealth of information and services in the science libraries and to share in the future development of these library resources through corporate support. The Corporate Friends Program is one more way the campus is strengthening its ties to the local industrial community.



C. Russell Horres,
Vice President,
Research & Development,
IVAC Corporation

The science libraries at UCSD represent a valuable resource for the corporate community. Although some corporations are able to fund collections in their areas of specialization, none can match the extensive collections of the university. Access to information is an essential component of industrial growth and development and is especially important in San Diego's rapidly expanding high technology environment. The Corporate Friends Program is an ideal way for corporations to support the libraries' development in the sciences and technology while providing improved access to these resources.

Program Goals

Access to the latest scientific and technical information is vital in today's corporate research environment, but this kind of material is often beyond the scope of corporate libraries. Membership in the Corporate Friends of the UCSD Library, Science and Technology Program can help organizations get needed materials quickly and with a minimum of paperwork. The UCSD science libraries have the materials and staff to help meet corporate libraries' information requirements. Lower rates for photocopying and computer searches, parking privileges, and a supply of library cards based on the level of participation will facilitate the use of UCSD's outstanding scientific collections. At the same time, corporate support will help to enhance the growth of the science libraries.

The program was launched in February, 1987 after discussions with representatives from thirty local corporations. It promotes cooperation between the corporate scientific community and the UCSD science libraries. A two-tiered annual membership program permits participation at varying levels in response to the diverse information requirements of San Diego's corporate scientific community.

The program:

- Advances research and development of San Diego's high technology companies through improved access to research information and services at UCSD's science libraries.
- Increases corporate members' awareness of information resources in science and technology.
- Offers corporate members special programs and information services.
- Provides additional support to build UCSD's research collection in science and technology and its science libraries' services.

Biomedical Library

The Biomedical Library and its branch Medical Center Library at the UCSD Medical Center support the research, teaching, and patient care programs of the UCSD School of Medicine and the Department of Biology. The combined collections cover the fields of medicine and biology and contain over 200,000 volumes, including nearly 4,000 current serial titles. The Biomedical Library has an outstanding research collection in the basic medical sciences, clinical medicine, and molecular biology. Special collection strengths include the basic neurosciences, immunology, oncology, and pulmonary studies. Biology holdings are particularly strong in the areas of genetics, cellular biology, developmental molecular biology, and neurobiology. The Medical Center Library is the primary resource for health planning and administration, nursing, emergency medicine, and allied health.

Science and Engineering Library

The Science and Engineering Library's collection contains over 162,000 volumes and 201,000 technical reports and includes 2300 current journal subscriptions. The emphasis is on current research materials—journals, conferences, symposia, and colloquia—in the physical sciences and engineering. While the collection covers most areas of mathematics, chemistry and physics, the engineering materials reflect the selected programs offered at UCSD—electrical engineering, computer science, bioengineering, materials science, systems and control engineering (including robotics), solid mechanics and structural engineering, mechanical engineering, and chemical engineering. The library collects comprehensively the journal and conference publications of major engineering societies and associations in the U.S. and the U.K. It is a federal depository for NASA and DOE reports and receives the major series from the National Bureau of Standards.

Scripps Institution of Oceanography Library

The Scripps Institution of Oceanography (SIO) Library, established with the founding of SIO in 1903, is the largest marine sciences library in the world and the oldest of the UCSD libraries. It is also the University of California's primary collection in marine sciences. The diversity of SIO's research and teaching activities is reflected in the library's collection of over 209,000 volumes and 3800 active serial titles. The library collects material on oceanography, marine biology, marine technology, meteorology and climatology, geology, geophysics, zoology, and ecology. Its collection includes 32,000 technical reports, an extensive map and chart collection, and the SIO Archives. The technical report collection includes SIO reports as well as reports and translations issued by worldwide governmental and research institutions performing oceanographic research. The map and chart collection contains 61,000 geologic, tectonic, and topographic maps for world areas as well as up-to-date bathymetric charts of world oceans.

Member Benefits

Annual Membership Levels

There are two annual membership levels with corresponding benefits for each:

Member	$ 2,500
Benefactor	$10,000

Corporate Friends enjoy these benefits in common:

- Confidentiality—All requests for information are kept strictly confidential.
- Assistance with information requests from UCSD reference librarians, both over the telephone and in person
- Borrowing privileges at all science libraries including holds and recalls for items in circulation
- Dial-up access to the MELVYL® Online Catalog of University of California's books and periodicals
- Retrieval of circulating items from shelves to be held for pick-up
- Parking privileges at UCSD
- Telephone and mail-in photocopy services at reduced cost
- Document delivery service by telefacsimile
- Interlibrary loan services available on a recharge basis for materials not owned by UCSD
- Library orientations for company personnel
- Library and university mailings announcing library-sponsored seminars, library services, new books and journals, campus events
- Membership in the Friends of the UCSD Library
- UCSD faculty rates for science library-sponsored workshops

Additional benefits for each level of membership are:

Member

Borrowing privileges: up to twenty cards with holds, recalls, and renewals

Parking: annual courtesy permit

Computer-based reference services (including five searches/year at reduced rates)

Photocopy services: telephone and mail-in; twenty free per year

Benefactor

Designated information specialist at science library of benefactor's choice

Borrowing privileges: as many cards as needed with privileges for holds, recalls, and renewals

Parking: two annual courtesy permits

Computer-based reference services (including twenty-five searches/year at reduced rates; monthly SDI service for maximum of ten profiles)

Photocopy services: telephone and mail-in; 100 free requests per year

Photocopy Services

SCIENCE & ENGINEERING LIBRARY

PS 1300/7-89 The University of California, San Diego

Self-Service Copying

Self-service photocopiers are located on the first and second floors of the Science and Engineering Library. Photocopiers that make reductions are available on both floors, enlargement machines are not available.

All copy machines may be coin or card operated. A change machine, and vending machines that allow you to purchase debit copy cards for cash are available on the first floor. Debit cards are also available from the Copy Data Technologies (CDT) Office in the Central University Library (534-2534); CDT will invoice corporations for cards. Credit cards are available for UCSD personnel with campus budget number accounts; contact the Management Services Officer in your UCSD Department to obtain a credit card.

Rates for Self-Service Copying

	Paper Size	
	8½" × 11"	8½" × 14"
Coin	10¢/copy	15¢/copy
Debit Card		
Card Price		
$ 5.00	10¢/copy	15¢/copy
$10.00	8¢/copy	13¢/copy
$15.00	5¢/copy	10¢/copy
Credit Card (Available to UCSD users with UCSD budget numbers)	7¢/copy	7¢/copy

Copies made by Library Staff

On request, library staff will page and photocopy material in the Science and Engineering Library's collections. Photocopy request forms are available at the Reference Desk. Copies may be paid for by check or billed to UCSD budget numbers. Corporations may be billed. Individuals or Corporate Friends may also submit requests by phone; call 534-3258 (Reference Desk) or 534-1219 (ILL Office).

Rates for Staff-Assisted Copying

1. When Library staff retrieves from the Library collection and copies material:

UCSD faculty, staff, and students	$3.50 per individual article; $.15 per each exposure over the first 50.
Corporate Friends and Non-profit organizations	$6.00 per individual article; $.15 per each exposure over the first 50.
All others	$10.00 per individual article; $.15 per each exposure over the first 50.

2. When user retrieves material from the library collection and Library staff photocopies:

All users (UCSD and Non-UCSD)	$.15 per exposure; $3.00 charge for postage and handling if mailed to an off-campus address.

Microfiche Copies

Self-Service (coin-op)	$.10 per page (8½" × 11")
Staff-Assisted	
UCSD faculty, staff, students and Corporate Friends	$.30 per page plus $1.50 paging fee per title.
All others	$.30 per page ($3.00 minimum) plus $1.50 paging fee per title.

A $3.00 postage and handling fee will be charged for materials mailed to an off-campus address.

Telefacsimile

The Library will telefax documents for UCSD faculty and staff for $.40/page plus the cost of the telephone call. A UCSD long-distance dialing number is required for long distance calls.

Photocopies of library materials may be sent to you via telefacsimile. A $5.00 sucharge plus the regular photocopy charges is levied for this service to UCSD faculty, staff, and students; Corporate Friends; and non-profit organizations. A $15.00 surcharge is levied for all others.

Colorado
Technical
Reference
Center

Campus Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

The Colorado Technical Reference Center is a fee-based research and information service specifically designed to provide people in business, industry, and government with answers to questions as quickly as possible.

CTRC professionals are specialists in the science of information — they know where to look to find the answers.

10/89

Ask Us Anything ...

Colorado Technical Reference Center

a research and information service for business and industry

CTRC

Colorado Technical Reference Center
Campus Box 184
University of Colorado at Boulder
Boulder, Colorado 80309
(303) 492-8774
(303) 492-8775 (FAX)

A PROFESSIONAL INFORMATION SERVICE

Do You Need . . .
or Need to Know About . . .

- ☐ Marketing Statistics
- ☐ Economic Forecasts
- ☐ Company Information
- ☐ Trade News
- ☐ Competitor Activities
- ☐ Industry Outlook

- ☐ State-of-the-Art Technology
- ☐ Research in Progress
- ☐ Patents
- ☐ Trademarks
- ☐ Government Regulations
- ☐ Standards and Specifications
- ☐ Requests for Proposals

- ☐ Names and Addresses
- ☐ Biographical Information
- ☐ List of Manufacturers
- ☐ Prices/Catalogs
- ☐ Mailing Lists
- ☐ Technical Data
- ☐ Unpublished Information
- ☐ List of Translators

- ☐ Journal Articles
- ☐ Technical Reports
- ☐ Conference Papers
- ☐ Government Documents
- ☐ Dissertations

When You Do, CTRC is Only a Phone Call Away.

ASK US ANYTHING.

Our Electronic Library Can Supplement or Replace Your Corporate or Personal Library.

Let Us . . .

. . . Give You the competitive edge by keeping you aware of the latest developments in your industry:
- new technologies
- company mergers
- product information

. . . Tell you WHO is doing WHAT, and WHERE.

. . . Find information TODAY to answer Your specific questions:
- statistics
- time series
- historical facts
- trends and projections

. . . Provide you with published material from anywhere in the world.

. . . Locate experts when what you need hasn't been published yet.

. . . Make available to You a National Network of computerized information.

. . . Save You, or Your Employees, the Time you would spend in the library or on the phone.

. . . Be Your Personal Staff of Information Finders, and then only when You Need Us.

We believe that your time is a valuable resource, and having the right information at the right time is critical to your success. Our services will provide you with BETTER INFORMATION In Less Time AND SAVE YOU MONEY. This is because our business is information—it's what we deal with every day. PUT OUR KNOWLEDGE, EXPERIENCE, AND RESOURCES TO WORK FOR YOU.

A Sample of Topics Researched by CTRC

- Employee drug-testing policies
- Biological pest control market
- Sudden Infant Death Syndrome
- Impact of Japanese manufacturing on American businesses
- EPA and OSHA regulations of lead emissions
- Cleanup of hazardous waste in groundwater
- Scenic trail systems in the U.S.
- Subliminal perception
- Patent search on ceramic dental restorations
- Housing needs of the aged

Client Testimonials

"You're like having a professional librarian on call."

"Once again, CTRC has come through for me in a crisis situation."

"I'm amazed at the speed and the precision with which you fill our information needs."

"With your services, we make more-informed decisions."

"CTRC allows me to go to one source for government documents, proceedings, and a wide range of publishers."

"We come to you with our most difficult requests."

COLORADO TECHNICAL
REFERENCE CENTER
Campus Box 184
University of Colorado
Boulder, Colorado 80309
(303) 492-8774
(303) 492-8775 (FAX)

- ☐ Call me. I want more information regarding your services
- ☐ Send me your detailed portfolio
- ☐ Send me information on the following services
  - ☐ Computer Literature Searches
  - ☐ Document Delivery Services
  - ☐ Current Awareness Service
  - ☐ Research and Reference Service, including unpublished information resources
  - ☐ Library Resources Seminars

Name _____

Company _____

Address _____

_____

Phone _____

Nature of business
and possible information needs

_____

_____

_____

Partial Client List

AT&T
Adolph Coors
Air Academy
AMAX Exploration
AMAX Extractive
AMOCO
AXEM Resources
Ball Aerospace
Carroll & Bradley
Chevron U S A
CITICORP
City of Calgary, Canada
Cobe Labs
Conic Semiconductor, Hong Kong
Coors Porcelain
Davis, Graham & Stubbs
Electro Magnetic Applications
EXXON Production
Ford Microelectronics
Gates Company
Hauser Chemicals
Hauser Laboratories
Hazen Research
Hewlett Packard
Honeywell
IBM
Kaman Instrumentation
Kaman Sciences
Kerr McGee Corporation
Manville Service Corporation
Martin Marietta
Mobil Oil
National Audubon Society
NIC
Public Service Company
Rockwell International
SERI
Storage Technology Corporation
Synergen Associates
Teledyne Water Pik
Woodward Governor

. . . and many others including small companies and individuals

ALL REQUESTS ARE STRICTLY CONFIDENTIAL

CTRC

A Research and Information Service

The Colorado Technical Reference Center provides people in business, industry, and government with answers to questions as quickly as possible. We are specialists in the science of information—we know where to look to find the answers and we know when to stop.

Individuals and companies, perhaps even your competitors, use CTRC's services to determine markets for their products, to uncover statistics and financial data, to review the technical literature, and to remain aware of news and developments essential to their business. Our goal is to help you determine your real information needs and to provide you with whatever is required to satisfy those needs.

11/88

You're like having a fully staffed, sophisticated information center — but for only a fraction of the cost.

WHAT CTRC CAN DO FOR YOU:

DECISION MAKERS

- Monitor competitors' activities
- Find product and industry statistics
- Provide SEC filed company reports
- Compile lists of manufacturers
- Determine national and international markets
- Uncover labor and other vital statistics
- Provide biographical background on visitors or potential employees

CTRC can be your personal staff of professionally trained information finders. We are only a phone call away when you need us.

LIBRARIANS AND INFORMATION MANAGERS

- Photocopy and loan items in the University of Colorado Libraries' collection
- Locate and obtain published materials from national and international sources
- Verify incomplete or incorrect citations
- Supplement corporate library resources
- Help when time is short or when the workload exceeds staffing capabilities
- Help when you face a new subject area

CTRC can save you money in time, staff and subscription costs. You pay only for what you need when you need it.

ENGINEERS AND CONSULTANTS

CTRC's online computer resources can find in minutes what would take you hours or days to find — and we can be more cost effective, comprehensive and current.

- Monitor the latest technological developments
- Provide background material for new projects
- Use computer resources for comprehensive literature reviews
- Find data to answer specific technical questions
- Locate patents, dissertations, conference papers, and research in progress

RESEARCHERS

CTRC's computer capabilities and non-traditional research methods can take you to the edge of technological developments, and keep you there.

- Track requests for proposals
- Follow government activities and new regulations
- Scan online information resources that are not available in the library
- Look in interdisciplinary fields for important related information
- Find unpublished information involving research in progress

GEOLOGISTS AND ENERGY PROFESSIONALS

- Search the published literature by subject, author, time period, geographical area or formation
- Find unpublished theses which describe and map small land areas
- Provide specific operational data: number of running rigs, number of bits sold
- Locate statistics on energy uses and projections

CTRC can uncover statistics and other technical data you might not know exists.

CALL US FOR INFORMATION TODAY.

WHAT CLIENTS SAY ABOUT CTRC:

"You found what I needed after I spent two days in the library and came out with nothing. I wish I had come to you first."

"With our cut in staff, we couldn't make it without you."

"One minute on your computer terminal is better than eight man-hours in the library. I can't afford not to use you."

"You save me hours of 'researching time' that I now use for 'thinking time.'"

"When we need something in a hurry, CTRC always comes through."

141

PARTIAL CLIENT LIST

Adolph Coors
Agrigenetics
AMAX Exploration
AMAX Extractive Metallurgy
AMOCO
Anschutz Corporation
Arapahoe Chemicals
Aspen Institute for Humanistic Studies
Atlantic Richfield
Ball Aerospace
Beech Aircraft
Bell Laboratories
Bendix Field Engineering
Blue Cross, Blue Shield
Boulder Scientific
Bureau of Mines
CCC
Camp, Dresser and McKee
Carroll and Bradley
Chevron U.S.A.
Cobe Laboratories
Colorado Gas Compression
CONOCO
Coors Biomedical
Coors Porcelain
Dieterick Standard
Eastman Kodak
Electro Medical Systems
Energy and Research Consultants
Eurafrep Incorporated
Exxon Minerals
Forest Oil
Gates Rubber Company
Granville Phillips Company
Goldfields Mining
Hathaway Instruments
Hauser Laboratories
Hazen Research
Hewlett Packard
Holme, Roberts & Owen
Homestake Mining
Honeywell
IBM
Kaman Sciences
Life Imaging
Manville Service Corporation
Martin Marietta
Metro Denver Sewage
Mobil Oil Corporation
NBI
Phillips Petroleum
Public Service Company of Colorado
Rockwell International
Rocky Mountain Energy
Rocky Mountain TAAC
Science Applications
Small Business Assistance Center
Staodynamics
Stearns Roger Corporation
Storage Technology Corporation
Sundstrand Fluid Handling
Technicare
Teledyne Waterpik
Texasgulf Research
Tosco Corporation
Union Carbide Corporation
Valleylab Incorporated
Woodward-Clyde Consultants

. . . and many others including
small companies and individuals

The cost of using CTRC's service is less than it would be for you or your employees to determine the source of information and obtain it. This is because our business is information — it's what we deal with every day. Put our knowledge, experience and resources to work for you.

C T R C ANNOUNCES

NEW PRICE LIST

CTRC is increasing its fees for the first time in nearly four years. Effective September 1, 1989, new prices for document delivery and research are listed on the attached flyer.

CTRC will continue to ensure:

* **FAST TURN-AROUND TIME**
* **CUSTOM SERVICE**
* **IN-DEPTH INFORMATION FINDING**
* **ACCURACY, DEPENDABILITY, QUALITY**

CTRC is a non-profit center of the University of Colorado, Boulder Libraries. CTRC operates on a cost recovery basis. Fees generated from its services are directly applied to operating and staff costs.

Created more than 20 years ago to specifically serve the information needs of businesses and individuals not directly affiliated with CU, CTRC provides an important "on-demand" service to clients.

Drawing on the resources of the CU Libraries, strengths in the collections include engineering, biomedical sciences, chemistry, earth sciences, computer sciences, and business administration. The University Library is a regional federal depository for government publications, and has a cooperative arrangment with the Law School and Medical School Libraries.

COLORADO TECHNICAL REFERENCE CENTER
Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

C T R C PRICE LIST
September 1, 1989

DOCUMENT DELIVERY	
- Photocopy	$12 CU item (up to 20 pp., $2 ea. add. 10 pp.) $18 non-CU source
- Books	$12 CU / $18 non-CU
- Fiche/film to paper	$12 CU (10 pp., $4 ea. additional 10 pp.) (Fiche to fiche copy also availble)
ADDITIONAL RUSH	$5 CU Norlin / $7 outside Norlin (guaranteed 24 hour turnaround)
SUPER RUSH	$8 CU (1-3 hour turnaround) $10 non-CU minimum additional charge for 24-48 hour turnaround
PROBLEM CITATIONS	$3-15 additional charges depending on complexity -- verification, incorrect or incomplete information. In most cases client will be notified before extensive work and charges are applied. CTRC will charge for verification and research on difficult-to-find interlibrary loan requests. We will request from outside sources for non-CU items unless otherwise specified. Charges apply to interlibrary loan orders whether or not supplier fills request.
FACSIMILE	$4 first 20 pages, plus $.25 additional pages, additional long distance charges
CUSTOM RESEARCH	$55 per hour, additional RUSH fee of $10/hr.
QUICK SEARCH	$5 minimum for addresses, directory information, other quick reference
ONLINE RESEARCH	$55 per hour plus online charges, print fees $25 per profile for CURRENT AWARENESS SERVICE $15 additional RUSH fee

COLORADO TECHNICAL REFERENCE CENTER
Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

SPECIAL PROJECTS, CONSULTING Prices quoted upon request

CTRC provides 24 to 48 hour turnaround on most requests. Orders are accepted by telephone, mail, telefacsimile or E-Mail. CTRC FAX telephone number is 492-8775.

SHIPMENT and handling costs are included in our fees when shipped by First Class domestic mail or UPS. Special courier or express mail delivery is offered at additional costs.

PAYMENT ACCOUNTS can be arranged according to clients' needs. We offer discounts to companies who have deposit or advance payment accounts with CTRC. A 5% discount on your monthly statement is applied to deposit accounts of over $200. An 8% discount will be given to clients who have a monthly minimum statement of over $500 each month with CTRC.

Clients may pay by credit card (Master Charge or Visa) by including the card number, expiration date, and card holder's name and billing address with each order.

CONFIDENTIALITY is assured on all requests.

COLORADO TECHNICAL REFERENCE CENTER
Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

The Colorado Technical Reference Center

The Colorado Technical Reference Center (CTRC) offers library services—such as reference assistance, online database searching, and document delivery—to the business, governmental, industrial, and scientific communities throughout Colorado and the rest of the United States.

CTRC charges its clients fees for services and operates on a non-profit, cost recovery basis. CTRC's primary role is to provide service to non-University affiliated groups and individuals.

CTRC: Hours of Operation

CTRC is open from 8 am to 5 pm, Monday through Friday and is closed for university administrative holidays.
CTRC uses the University Voice Mail service. If you call 492–8774 outside of normal working hours, this service will ask you to leave a recorded message. A CTRC staff member will call you back as soon as possible.

COLORADO TECHNICAL REFERENCE CENTER
Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

CTRC: Document Delivery

CTRC fills requests for copies of articles from books and journals in the CU-Boulder Libraries' collections. If necessary, CTRC will obtain articles from materials not owned by this library system. CTRC loans books from the CU-Boulder Libraries or borrows books from other libraries for its clients. Most requests for articles or books from this library system are filled within 48 hours of their receipt in the CTRC office. A rush service (usually within 24 hours or less) is also available for a slight extra charge.

CTRC can obtain dissertations from degree granting institutions anywhere in the world. CTRC can also provide most U.S. and foreign patents. Through an arrangement with the National Technical Information Service (NTIS), CTRC has access to over 60,000 research reports produced annually by government sponsored research/development and engineering activities.

CTRC: Interlibrary Loan Services

If a book or article that is not owned by the CU-Boulder Libraries is needed by one of its clients, CTRC can obtain it from another library. CTRC participates in a nationwide network of libraries which share their resources by borrowing and lending library materials. CTRC borrows materials for its clients through OCLC (Online Computer Library Center), DOCLINE (a National Library of Medicine service), the National Technical Information Service, University Microfilms, other commercial document delivery services, and an ever growing number of fee-based services located in other academic libraries. Fees for material obtained through interlibrary loan are slightly higher than fees charged for CU-Boulder materials.

CTRC

COLORADO TECHNICAL REFERENCE CENTER

Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

10/89

CTRC: Computer Database Searching

CTRC offers online searches of more than 300 bibliographic databases. Areas covered include:

business statistics and market research data

scientific and technical information **patents and trademarks**

medical and biological research **information about obtaining grants**

newspaper and popular press articles

When you request a database search, you will meet with the CTRC searcher to refine your request and determine the appropriate databases to be searched. Ideally you will sit in on the actual online session.

You will receive a computer printed bibliography which will give the title, author, and source of each article pertinent to your subject. Usually an abstract, or short summary of the content, will be given with each reference. If you wish, you can obtain the articles of interest to you through CTRC's document delivery service.

COLORADO TECHNICAL REFERENCE CENTER
Box 184, Norlin Library, University of Colorado, Boulder, CO 80309, 303/492-8774

UNIVERSITY OF COLORADO, BOULDER
Colorado Technical Reference Center

March 13, 1990

Dear

Thank you for inquiring about CTRC.

CTRC is the region's most comprehensive information retrieval service. Operating with over 20 years of experience, we access an international network of online resources and information centers. CTRC specializes in knowing where to look for information and how to obtain it. Supported by the University of Colorado Libraries, CTRC's Information Specialists can research a topic or retrieve difficult-to-find reports quickly.

From market trends to technical data, we can equip you with the latest information to help you make the best decisions.

We supply most documents within 24-48 hours. We can FAX or RUSH your order FAST. We can help you use your valuable time more effectively by using our time to find the information you need when you need it.

CTRC is an on demand information service. We accept requests by phone, fax or mail. Enclosed you will find a detailed portfolio of our services. We look forward to working with you to fill your information needs. Please give us a call if we can answer any questions.

Sincerely,

Yem Fong

(Ms.) Yem Fong
Director

Norlin Library • Campus Box 184 • Boulder, Colorado 80309 • (303) 492-8774 TWX: 910-940-3442

Research Information Services
Price Gilbert Memorial Library
Georgia Institute of Technology
Atlanta, GA 30332-0900

Accurate and speedy access to information is essential for planning, product development, research, and marketing. In today's business environment, managing the explosion of information and data requires the assistance of information specialists.

In response to this need, Research Information Services (RIS) at Georgia Tech has been providing information services to business, industry, and government for twenty years and offers state-of-the-art capabilities and resources to serve the business community.

Information Services

LITERATURE SEARCHES

- Bibliographies
- Numeric data
- Directory information

RIS has access to over four hundred online databases including the following:

- Biological Abstracts
- Chemical Abstracts
- Computer and software databases
- Dow Jones
- Dun & Bradstreet
- Engineering Index
- Government documents databases
- Patents databases
- Psychological Abstracts
- Standards and specifications
- Wharton Econometrics

REPORTS

RIS will summarize the results of a literature search and submit reports based on client needs.

CURRENT AWARENESS

RIS provides a current awareness service to keep users up-to-date on topics of interest.

DOCUMENTS

Copies of journal articles, patents, standards, specifications, and technical reports. Loans are available to qualified agencies.

Ordering

- U.S. mail
- Phone (404) 894-4511, Monday through Friday, 8 a.m. until 5 p.m. (EST)
- OCLC

Delivery

- Copies, literature searches, and reports are shipped first class.
- Books are shipped library rate.
- Items shipped outside North America are sent air mail printed matter.
- Express Mail, UPS, and Federal Express are available if specified.

Payment

- Monthly invoicing
- Deposit accounts are available.
- See separate schedule for fees.

Collections

The Georgia Tech Libraries' collections include the following:

- 28,000 serial titles currently received
- 2 million technical reports (AEC, DOE, NACA, NASA, NTIS)
- more than 4 million U.S. patents
- industry and U.S. government and military standards and specifications
- 10K and company annual reports
- scientific and technical professional society publications
- architecture
- economics
- engineering
- industrial and applied psychology
- information and computer science
- management
- marketing
- pure and applied sciences

Fees for Services

INFORMATION SERVICES

$75 per hour plus data base and photocopy costs
Rush service (delivery will vary)
$125 per hour plus data base and photocopy costs

DOCUMENTS (owned by Georgia Tech Library)

Copying Services (regular service)
$15 flat fee for up to 10 pages or 2 microfiche
25¢ per page over 10 pages
$2 per fiche over 2 microfiche

LOANS

$15 per item (regular service)
Loan services limited to agencies with a library or information officer

RUSH SERVICE (Documents and loans)

$10 surcharge per item same day dispatch
$5 surcharge per item next day dispatch

DELIVERY

United States
Copies: Shipping cost additional if other than first class
Loans: Shipping cost additional if other than library rate
Canada
First class used for copies and loans
Charges added to per item fees
Outside North America
Air mail printed matter used
Charges added to per item fees

TELEFACSIMILE: U.S. $1 PER PAGE; OUTSIDE U.S. $2 PER PAGE
OVERNIGHT DELIVERY SERVICES: AVAILABLE AT ADDITIONAL CHARGE; PLEASE INQUIRE

PAYMENT

Monthly invoicing, deposit account, MasterCard, and VISA options available

Prices are subject to change without notice
January 1990

152

MITS

Michigan Informat ion Transfer Source

313/76 3-5060

MITS: Michigan Information Transfer Source

Every activity of business, industry and government needs information to effective ly function — information found in periodi cals, scholarly papers, abstracts, newspa pers, journals, directories, research reports, government documents, and statistical publications. In your own work you need authoritative and current infor mation to make important decisions, some with far reaching consequences, as well as for immediate use. Usually the information you need must be in your hands quickly and at reasonable cost.

MITS, the University of Michi gan's information research and document delivery service, can meet your needs for information. Working with the vast collec tions of The University of Michigan Library system, MITS also utilizes materials in leading research libraries in the United States and overseas.

MITS can readily deliver information in most professional areas, including:

- Engineering
- Business
- Natural Resources
- Social Sciences
- Law
- Health Sciences
- Statistics
- Chemistry
- Physics
- Geology
- Biology
- Pharmacy

Among the several services of MITS are:

Literature Searches – Using the latest in formation retrieval technologies and more than 200 current computerized data bases, MITS will tell you what has been published recently on a precise topic and, when available, provide abstracts.

Document Delivery – MITS can quickly put on your desk complete books or copies of articles, chapters or conference papers. Most requests are en route within 48 hours from the time MITS receives them; how ever, if material must be obtained from out side the U of M library system, additional time is required.

Information Planning – MITS' profes sional staff can offer you advice in planning virtually any information search, yielding optimum results quickly and economically.

In-Depth Research – If your work re quires extensive background information, MITS will assemble the necessary data from reference and non-print sources.

Information Updates – A special MITS option that regularly alerts you to just published material on a specific subject.

Special Projects and Services – MITS will undertake custom assignments such as indexing, materials organization, and translations of technical materials.

Harlan Hatcher Graduate Library at The University of Michigan, Ann Arbor, loca tion of MITS' operation center.

MITS IS SIMPLE TO USE

Just dial (313) 763-5060 and one of MITS' information specialists will take your request and immediately start work on it.

MITS IS CONFIDENTIAL

MITS maintains absolute and perma nent confidentiality for all requests.

MITS IS DEDICATED TO PROMPT SERVICE

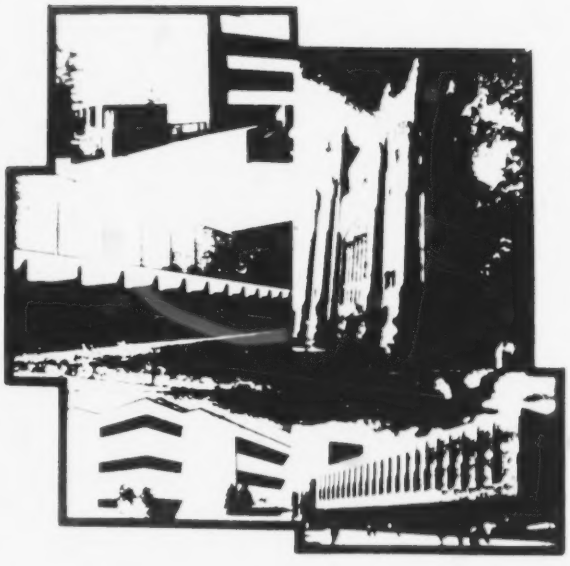
Although fulfillment time varies depending on the request, literature sear ches are compiled in one working day and document delivery is in the mail within two working days if the material is in the U of M library system. Estimates of turnaround time for complex projects are available.

MITS' FEES ARE REASONABLE

Write or call for a copy of MITS' fee schedule. Estimates are available in ad vance for any request and predetermined cost ceilings will be honored.

FOR MORE INFORMATION

Phone MITS at (313) 763-5060 or write MITS at Room 205, Hatcher Graduate Library, The University of Michigan, Ann Arbor MI 48109-1205 and literature search and document delivery request applica tions will be sent promptly. Of course, you can always enter an order — even your first one — by phoning MITS. If you call even ings or weekends, your request will be recorded and answered at the start of the next working day. An additional advantage is that MITS does not require a deposit, ad vance payment or dues.

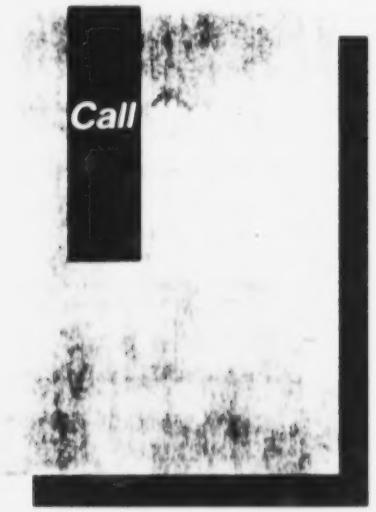


The University of Michigan Library System, the nation's fifth largest academic research library, is the primary source for MITS' information searches. This system includes:

- 5,300,000 books
- 60,000 current periodicals and journals
- 3,000 annual and 10K corporate reports
- U.S. patents
- Association and professional society publications
- Federal, state and United Nations publications, and foreign government documents

Going beyond these resources, MITS can also access materials in leading research libraries throughout the U.S. and overseas.

WHEN YOU NEED INFORMATION - CURRENT, COMPLETE AND FAST - JUST CALL SOMEONE IN ANN ARBOR



When you can't find the answer

MITS, the University of Michigan's research and document delivery service, can help answer your information questions. As part of the University of Michigan Library system, the sixth largest academic library in the country, MITS has direct access to over six million volumes, including over 100,000 periodicals, over 3,000 annual and 10K corporate reports, U.S. patents, association and society publications, as well as United Nations, federal, state, and foreign government documents. Information is available in a wide variety of fields and subject areas including:

Automotive Industry
Business Administration
Health Administration
Highway Safety
Law & Litigation
Market Research
Medical Technology
Natural Resources
Product Development
Scientific Research

When you need it . . . yesterday

MITS services are fast. In most cases you request and receive information within two working days. If you need even faster delivery, MITS also offers Next-Day Rush, Same-Day Rush, and Max-Rush.

When it must be confidential

MITS maintains absolute and permanent confidentiality for all requests. We never discuss your business with outsiders. We don't sell our client list to mail order firms, and we never use your name for advertising without your permission.

When you want it complete

Literature Searches
Using the latest computer technology, MITS can track down almost any type of information imaginable, from market research to sales figures to patents. We have access to over 350 computerized databases and hundreds of printed sources to find the information you need. You'll get a list of articles, reports, books and other printed information often with summaries on the subjects of your choice.

Document Delivery
When you need copies of articles, books, conference papers and other essential materials, turn to MITS. We can deliver them directly to your workplace, and we can do it fast. Because of our strong library collection, because of the expertise of our staff, we offer quick turnaround and the best, most personalized service available anywhere. Most of the time, your requested material will be in our collection. If it is not owned by the University of Michigan, we can use our computer network to electronically order the document from someone who does. At MITS, we can retrieve almost any publication which isn't confidential or classified, and we can usually get it within two working days. If you need even faster delivery, MITS also offers Next-Day Rush, Same-Day Rush, and Max-Rush. We can telefax copies when needed.

Special Research
MITS can also perform manual research, compiling valuable information from rate books, historical documents, maps, and other important sources. As part of the University of Michigan Library system, MITS has convenient on-campus access to hundreds of special collections. Discuss your needs with MITS for a cost estimate.

Information Updates
Do you check *Commerce Business Daily* on a regular basis? Let MITS do it for you, automatically. We can search this and many other online and manual files on a timely basis to help keep you informed.

Translations
MITS has direct access to language experts who can provide you with translations of foreign language documents or citations. And all for a very reasonable fee.

When you want it uncomplicated

MITS has the answers

Call 313-763-5060
Write MITS
106 Hatcher Graduate Library
The University of Michigan
Ann Arbor, MI 48109-1205
Telefax 313-936-3630
Access DIALORDER
OCLC

All requests are invoiced for payment in U.S. dollars. Deposit accounts are available to qualified clients.

VISA and MasterCard are accepted for requests of $20 or more.

Rates

Document Delivery

Fees based on turnaround time.

Service	Ready to Ship	Fee
Max-Rush	Within 3 hours	$40.00
Same-Day Rush	Same day by 6 pm	$27.50
Next-Day	By 5 pm next working day	$18.00
Standard	Within 2 working days	$11.00

Database Searches

Per hour rate, 1/4 hour minimum. Fees include professional time only. Toll calls, computer fees, and shipping extra.

Service	Ready to Ship	Fee
Same-Day Rush	Same day by 6 pm	$80.00/hr
Next-Day Rush	By 5 pm next working day	$60.00/hr
Standard	Within 2 working days	$40.00/hr

NOTE: Computer fees range from $65-$180/hr. Phone ahead for an estimate. MITS will work within your financial limits.

Translations

By quotation.

Special Research Projects

By quotation.

Note

All same-day orders must be in the MITS office by 3:00 pm. All times Eastern time zone.

Discount Plan: For 25 or more requests received during any calendar month, deduct $1.50 for each article or book requested.

Deposit Accounts: Deposit accounts are available. All non-U.S. customers are required to establish a deposit account or prepay in U.S. dollars.

Surcharges: Book loans $3 extra, plus UPS charges. $0.25 per page for documents over 10 pages. $10-$20 additional per item for all material retrieved from non-University of Michigan sources. Book loans from non-University of Michigan libraries are not available. $15-$30 per item for special materials (Master's theses, maps, etc.). Charges for payments to the Copyright Clearance Center are added where appropriate.

When requests are difficult to verify or are incomplete, verification charges may be added.

Fees include shipment by First Class mail. Other delivery options, such as Federal Express, UPS Next Day Air, etc., are available upon request. Additional shipment charges are passed on to the customer.

Michigan Information Transfer Source
313-763-5060
Telefax: 313-936-3630

106 Hatcher Graduate Library
The University of Michigan
Ann Arbor, Michigan 48109-1205

Rates current as of January 1990.

When you

Can't find the answer
Need it ... yesterday
Must be confidential
Want it complete and uncomplicated

MITS Michigan Information Transfer Source

Delivery/Fee Schedule

For photocopies of material and loaned books from University of Michigan libraries

Delivery Class	You Request (Eastern time)	MITS Sends (Eastern time)	Fee
Xpress	by 3 pm	by 6 pm	$26.50
One Day	any time	by 5 pm the next business day	$17.00
Standard	any time	within 2 working days	$10.00
Economy	any time	within 3-10 working days	$7.50

Discount Plan: For 25 or more requests received during any calendar month from delivery classes xPRESS, ONE DAY or STANDARD — all of one class or mixed — deduct $2.50 from fees shown for each article or book requested.

Fees shown are for photocopies of articles of 20 pages or less (add 20¢ for each additional page) or for the loan of one complete book. UPS charges are additional for books.

When material is unavailable from UM Libraries an additional charge of approximately $7-10 per article is applied to attain it from another source. Book loans from non-UM libraries are not available.

Charges for payments to the Copyright Clearance Center are added where appropriate.

Masters theses: $15-30 including special reproductions (maps, charts, etc.). UPS charges additional.

The University of Michigan Libraries
Ann Arbor, Michigan 313-763-5060

Research Services

Locations The University of Michigan libraries are checked first for ownership. If the material is not owned by U of M, MITS will provide you with a list of libraries having the material you want. $5 per title.

Manual Research Bibliography compilation, locating statistics, quotations, etc. $15-40 per hour plus toll calls, photocopying @ 20¢ per page, shipping.

Computer-Based Research Searching applicable databases by MITS professional staff. $40 per hour plus toll calls, computer charges, shipping.

Translations Average cost per page of original text $10-25 depending on the language, its complexity, text density, figures, tables, charts, etc.

Current Awareness This service keeps you apprised of newly-published information on a subject at frequency you specify. Discuss your needs with MITS for a cost estimate on this service.

All requests for MITS services are invoiced for payment in U.S. dollars. Prepayment or deposit accounts for business clients are usually not required, although deposit accounts are available.

When requests to MITS are difficult to verify or are incomplete, verification charges may be added.

Shipment by private courier, when customer-requested, is available at additional cost. Mail charges are added to shipments to foreign countries. VISA and MasterCard are accepted for requests of $20 or more.

If you wish to limit the charges for any of MITS services, please inform a MITS representative when the request is made. If your request requires excessive time or costs, a MITS representative will consult you before proceeding.

R A T E S

Document Delivery

Fees based on turnaround time.

Service	Ready to Ship	Fee
Max Rush	Within 3 hours	$40.00
Same-Day Rush	Same day by 6 pm	$27.50
Next-Day	By 5 pm next working day	$18.00
Standard	Within 2 working days	$11.00

Database Searches

Per hour rate, 1/4 hour minimum. Fees include professional time only. Toll calls, computer fees, and shipping extra.

Service	Ready to Ship	Fee
Same-Day Rush	Same day by 6 pm	$80.00/hr.
Next-Day Rush	By 5 pm next working day	$60.00/hr.
Standard	Within 2 working days	$40.00/hr.

NOTE: Computer fees range from $65-$180/hr. Phone ahead for an estimate. MITS will work within your financial limits.

Translations

By quotation.

Special Research Projects

By quotation.

Note

All same-day orders must be in the MITS office by 3:00 pm. All times Eastern time zone.

Discount Plan: For 25 or more requests received during any calendar month, deduct $1.50 for each article or book requested.

Deposit Accounts: Deposit accounts are available. All non-U.S. customers are required to establish a deposit account or prepay in U.S. dollars.

Surcharges: Book loans $3 extra, plus UPS charges. $0.25 per page for documents over 10 pages. $10-$20 additional per item for all material retrieved from non-University of Michigan sources. Book loans from non-University of Michigan libraries are not available. $15-$30 per item for special materials (Master's theses, maps, etc.). Charges for payments to the Copyright Clearance Center are added where appropriate.

Fees include shipment by First Class mail. Other delivery options, such as Federal Express, UPS Next Day Air, etc., are available upon request. Additional shipment charges are passed on to the customer. VISA and MasterCard are accepted for requests of $20 or more.

Michigan Information Transfer Source
313-763-5060
Telefax: 313-936-3630

106 Hatcher Graduate Library
The University of Michigan
Ann Arbor, Michigan 48109-1205

UNIVERSITY OF MINNESOTA

INFORM is a fee based information service. The goal of INFORM is to provide timely information to business, industry and individuals in the subject areas of business, technology, government, law, the social sciences and the humanities. We draw upon the resources of Wilson Library, the Government Publications Library, Walter Library, the Law Library and libraries and institutions throughout the United States. Our clients are primarily large corporate libraries in the Twin Cities area, but they also include smaller corporations, law firms and individuals. All requests are treated with confidentiality. INFORM primarily performs document delivery by way of book loans or photocopies of articles. Verification and location of citations as well as library research are additional services of INFORM.

INFORM is one of four information services at the University of Minnesota Twin Cities Campus. The other services are:

BIS - providing information services in Bio-medical subjects;
BASIS - providing information services in the Agricultural sciences;
ESTIS - providing document delivery from the Insitute of Technology libraries, but not off-campus.

BIS and BASIS, like INFORM, go off-campus to provide documents and information in their subject areas. ESTIS is limited to on-campus document delivery. Off-campus document delivery in the areas of Science and Technology is provided by INFORM.

****

DOCUMENT DELIVERY

Rush Service: On-Campus materials will be mailed (first class) within 24 hours of receipt of the request.

Material not located on-campus, will be requested from another Off-Campus source within 24 hours. In order to speed delivery we ask suppliers to send material First Class (an exception to Regular Service). As we can not be sure of what will happen to our requests at other libraries it is impossible to guarantee a particular delivery time. Experience indicates that delivery will vary any where from four days to one and a half weeks.

Regular Service: On-Campus materials will be mailed (first class) within five working days.

Off-campus material is generally delivered within two and a half weeks.

OFF-CAMPUS CAVEAT: Whenever we go off-campus for materials we request from sources we consider to be the most reliable. Delivery, however, is always effected by variables such as whether an issue of the journal is actually owned or whether the book we want is "in use". Thus occasionally an Off-Campus request will take longer.

UNIVERSITY OF MINNESOTA

INFORM
Document Delivery of Information
in
Business, Government, Law, Social Sciences and Humanities

PRICE LIST

PHOTOCOPIES	
On-Campus	$6 per item plus $.20 per page
Off-Campus	$11 per item plus incurred expenses
Fiche to paper	$6 per item plus $.30 per exposure
Fiche to Fiche	$6 per item plus $1.00 per fiche
LOANS	
Univ. of Minn items	$12 per item for 4 week loan
Loans from non-University of Minnesota sources	$17 per item plus incurred expenses
RENEWALS	
Univ. of Minn items	$5 per item for 2 week renewal
Non-University items	$7 per item for 2 week renewal when permitted by lending library.
PHONE REQUESTS	$2 surcharge for non-rush requests.
RUSH SERVICE	$5 surcharge per item (24 hour turnaround for Univ. of Minnesota material)
HANDLING	$2 per package
FAX SERVICE	(612)626-7585 $1.00 handling fee $3.00 per article/local $7.50 per article/long distance

11/87

DOCUMENT DELIVERY SERVICE

Zimmerman Library — University of New Mexico

An efficient document delivery service is a recognized need of researchers. At the University of New Mexico, the General Library offers such a service to those researchers employed at regional facilities. The document delivery service at UNMGL is an integrated approach to document retrieval which combines the various functions of interlibrary loan and bibliographic verification.

Any request for any document is accepted from document delivery customers and requests may be submitted by phone, by mail, or by courier. Requests may also be submitted electronically via the Library's Bulletin Board. The service is designed for those individuals who are willing to pay for a specific document and the delivery of the document to a specific location.

In satisfying the document needs of regional researchers, the General Library utilizes the following resources:

1. UNM's collection of over 1,000,000 volumes.

2. The British Lending Library's collection of journal articles and conference papers.

3. The services of over sixty commercial vendors are available via information retrieval systems offered by DIALOG, BRS, and SDC. These vendors include Chemical Abstracts, Engineering Society Libraries, Commonwealth Agricultural Bureaux, NTIS, Norwegian Institute of Technology, USBE, Scandinavian Information Retrieval Service, National Standards Association, and the Universitatsbibliothek und Technische Informationsbibliothek, Management Contents, and ABI/INFORM.

4. UNMGL will also contact professional societies, authors, or national associations to secure copies of their publications.

The Document Delivery Service also provides translation searching, research assistance, SDI programs, and computer literature searches.

Service Charges

Items supplied from UNMGL collections (includes first 20 pages copied)	$ 5.00
Phone requests for UNMGL materials (includes first 20 pages copied)	$ 6.00
Items supplied from outside sources -plus all handling charges billed to UNMGL	$ 8.25

Photocopying

Photocopying (after first 20 pages)	$ .10 per page
Microfiche to microfiche	$ .25 per sheet

Service Charges (cont.)

Fax Service

Transmit to your location (No charge to receive requests via Fax)	$ .50 per page
Translation searching	$10.00 minimum
Research assistance (reference)	$25.00 per hour minimum
SDI (Table of Contents service)	$ 1.00 per issue
Computer SDI (Current awareness)	$25.00 set up $50.00 per year plus cost
Computer Literature Searches	$25.00 plus cost
Delivery	priced according to distance
Location information for outside suppliers	$ 3.00
UNMGL catalog searches	$ 1.00 per request

Since June 1980, UNMGL's Document Delivery Service received more than 51,000 requests. The Service successfully completed 98% of these requests. The Service provided all types of materials, including conference papers, journal articles, technical reports and patents, government publications and specifications.

If you are interested in this service, please contact:

Stephen Rollins
Circulation Department
Zimmerman Library
University of New Mexico
Albuquerque NM 87131

Telephone: (505) 277-5056

To place an order, call Randy at 277-7135, or FAX to 277-6019.

LIG014 09/28/89 SR/kfw

THE UNIVERSITY OF NEW MEXICO
ALBUQUERQUE, NEW MEXICO 87131

DOCUMENT DELIVERY SERVICE AGREEMENT

_____ agrees to pay the service charges as set out on the verso of this agreement. _____ also agrees to the following conditions.

1. To be responsible for all library materials borrowed and to return or renew such material on or before the due date.
2. To pay any replacement costs and/or overdue fees which may be assessed for material lost or damaged.
3. To assume responsibility for any copyright infringements arising out of any photocopy request or use of the material.
4. To indemnify, defend, and hold harmless the University of New Mexico, its officers, agents, and employees, from and against any and all claims, liability, loss or damage whatsoever arising in any way out of such request or use of the material requested.

This Service Agreement may be terminated upon request of either party with a 30 day notice.

_____
Dean of Library Services

_____
UNM Assoc. Vice-President
for Business/Comptroller

_____
Signature of authorized
representative

NAME OF COMPANY: _____

ADDRESS : _____

_____

_____

_____

PHONE NUMBER : _____

GENERAL LIBRARY TELEPHONE 505: 277-4241

UNIVERSITY OF WASHINGTON LIBRARIES
Seattle, Washington 98195
Telephone: (206) 543-1878

RESOURCE SHARING SERVICE

PROCEDURES FOR ACCOUNTS RECEIVING MONTHLY INVOICES

The library wishing this type of account should:

- -notify the RESOURCE SHARING SERVICE in writing that this is the account type desired.
- -provide the name of the person to whom invoices and activity statements should be sent. This should be a single person. At this time the RSS cannot supply separate mailings of invoice statements and activity statements.
- -include an address and the telephone number of the contact.
- -include any purchase order number or other reference number which needs to appear on the invoice.
- -if the name of the person to whom the invoices are to be sent is not the librarian, provide the name and the telephone number of the librarian.

The RESOURCE SHARING SERVICE will:

- -issue monthly invoices for the account reflecting current activity.
- -provide a monthly statement reflecting payments and any other account activity.
- -provide a monthly request activity report if desired.

Payment:

- -make checks payable to the University of Washington.
- -send checks to:

  RESOURCE SHARING SERVICE
  University of Washington Libraries FM-25
  Seattle, WA 98195

  in order to insure proper credit for your account.
- -invoices are payable upon receipt.

If you have any questions about procedures for accounts receiving monthly invoices contact Amardeep Thakur, Accounting Assistant, (206) 543-1868 or Ralph Teague, Resource Sharing Service Head (206) 543-1878.

11/89

UNIVERSITY OF WASHINGTON LIBRARIES
Seattle, Washington 98195
Telephone: (206) 543-1878

RESOURCE SHARING SERVICE

PROCEDURES FOR SETTING UP DEPOSIT ACCOUNTS WITH THE RESOURCE SHARING SERVICE

Depositor should:

Make check payable to the University of Washington.
Send check to:
Resource Sharing Service
University of Washington Libraries, FM-25
Seattle, WA 98195

Include name and title of contact person, address and the telephone number of the contact. If the contact person is not the librarian, please also include the name and phone number of the librarian.

The RESOURCE SHARING SERVICE, on receipt of the check, will open an account for the depositor.

The RESOURCE SHARING SERVICE will also:
Provide a monthly statement of account activity.
Provide a monthly statement of request activity if desired.
Notify the depositor when the deposit amount is getting low.

The library using a deposit account should be aware of the fee structure being used by the RESOURCE SHARING SERVICE.

If you have any questions about establishing an account, or about future matters related to the account, contact Amardeep Thakur, Accounting Assistant (206) 543-1868 or Ralph Teague, Resource Sharing Service Head (206) 543-1878.

11/89

163

University of Washington
Libraries

UNIVERSITY OF WASHINGTON LIBRARIES
Seattle, Washington 98195
Telephone: 206-543-1878

RESOURCE SHARING SERVICE

PROCEDURES FOR USING TRANSACTION CODES ON REQUESTS (OPTIONAL)

MONTHLY ACTIVITY STATEMENTS (Provided for Monthly Billing and Deposit Accounts)

Monthly activity statements for libraries will have the capability of listing each completed request by a transaction number or patron's name which you have clearly marked as a control code on your requests.

Since the RSS will not be retaining copies of request forms and worksheets for your requests, this control code will be an important feature in helping you to identify requests that will appear on the monthly activity printout.

Any numeric, alphabetic or alphanumeric sequence consisting of no more than eight (8) characters is acceptable for our record keeping processes.

Several examples for usage might be:

The first 8 characters of the patron's name
e.g. Johnston

A patron's name and number combination for multiple requests
e.g. Johnst 1; Johnst 2; Johnst 3

A numeric sequence for the month
e.g. 07-15-8 (The 8th request submitted on July 15th)

A straight numeric sequence for the year
e.g. 101; 102; 103, etc.

How you associate your control number with the rest of your internal records may be a determining factor on what system you choose, but whatever alphanumeric code you designate as your transaction code, we will use.

Remember:

1. Mark transaction code clearly on your request. Place the code in a centered position at the top of your request form.

2. Transaction code must be eight (8), or fewer, numeric, alphabetic or alphanumeric characters.

3. Completed transactions on the monthly activity sheet will be listed by the transaction code that you have assigned.

If you have any questions concerning this procedure, please contact the Resource Sharing Service. Phone Number: (206) 543-1878.

UNIVERSITY OF WASHINGTON LIBRARIES
RESOURCE SHARING SERVICE
253 Suzzallo Library FM-25
Seattle, WA. 98195-0001
(206) 543-1878

THE RESOURCE SHARING SERVICE

provides document delivery services from the collections of the University Libraries

SERVICE:	CHARGES:	DESCRIPTION OF SERVICE:
LOANS	$10.00	per title (1-4 volumes or reels of film)
PHOTOCOPIES	$ 8.00 + .15	minimum per article (1-15 pages) per page over the 15 page minimum
MICROFICHE	$ 5.00 + .25	minimum (1-5 microfiche) per microfiche over the 5 microfiche minimum
PAPER FROM MICROFORM	$ 8.00 + .25	minimum per article (1-10 pages) per page over the 10 page minimum
PATENTS FROM MICROFILM	$ 8.00 + .25	minimum per patent (1-10 pages) per page over the 10 page minimum
TELEFACSIMILE	$ .70	per page sent
ONE DAY RUSH	$15.00	provides report back within one working day. RUSH CHARGE APPLIES WHETHER OR NOT MATERIAL IS PROVIDED!
TWO DAY RUSH	$ 7.50	provides report back within 2 working days. RUSH CHARGE APPLIES WHETHER OR NOT MATERIAL IS PROVIDED!
DEADLINE DATES		Every effort is made to meet specified deadlines. However, we cannot guarantee a response by the deadline unless one of the RUSH charges is authorized.
OTHER CHARGES		
INVOICE FEE	$ 2.50	ONLY when invoiced with material; prepaid orders, monthly billing or deposit accounts not subject to fee.
POSTAGE	COST	added to all special delivery requests and to all loans sent outside the U.S. and to copies exceeding 1 oz. mailed outside the U.S. Loans mailed outside North America are sent via Registered Air Mail (Book); copies sent the least expensive rate unless requested otherwise

- NOTES -

ARL Libraries are charged for loans only if they charge the University of Washington Libraries.

Any library charging a loan fee is charged its own fee or the RSS fee, whichever is higher.

All payments must be U.S. funds; no coupons or stamps accepted.

All reproductions supplied in conformance with the U. S. Copyright Law, 1976.

THE INTERLIBRARY BORROWING SERVICE

handles all requests from the University of Washington Libraries for materials held by other libraries. All communications regarding requests from this library to others should be addressed to: Interlibrary Borrowing Service, University of Washington Libraries, FM-25, Seattle, WA., 98195-0001; Telephone (206) 543-1899

SELECTED READING LIST

172

BOOKS AND ARTICLES ON FEE-BASED SERVICES: A SELECTIVE LIST

Beaubien, Anne K. "Fees or Free." In *Reference Service: A Perspective*. Edited by Sul H. Lee. Ann Arbor: Pierian Press, 1983, p. 99-122. (Michigan Information Transfer Source (M.I.T.S.), University of Michigan.)

Beaubien, Anne K. *Fee-Based Services: Issues and Answers. Second Conference on Fee-Based Research in College and University Libraries.* Proceedings of the meetings held at the University of Michigan, Ann Arbor May 10-12, 1987. Ann Arbor: Michigan Information Transfer Source, University of Michigan. 89 pages.

Breen, Margaret L. "Charging for Online search service in academic libraries. *C&RL News.* New York: American Council on Education. 1989. 250 pages.

Cady, Susan A. and Barry G. Richards. "The One Thousand Dollar Alternative." *American Libraries.* 13: 175-176, March 1982. (Lehigh University.)

Josephine, H.B. "Intrapreneurship in Fee-based Information Services." *Journal of Library Administration,* 10, no. 2-3 (1989), 151-158.